

Goal 1. Increase Participation: Broaden MSAC’s constituency, providing avenues designed to increase pathways to engagement.				
Objectives				
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Strategy 1: Engage with community leaders, artists, and organizations from less represented areas or communities to better understand and respond to their needs				
Action	Program	Deadline	Evidence Start	Evidence End
Present grant program information for feedback at an MSDE Fine Arts Briefing.	Arts in Education	12/19	Presented at Fall 2019 Fine Arts Briefing on 10/10/19	Presented at Fall 2019 Fine Arts Briefing on 10/10/19
Complete program revisions through the public editing process.	Arts in Education	12/19	Three phases of program revisions completed between October 2019 to February 2020.	Program revisions adopted as policy and procedure in May 2020.
Build collaborations with non-arts organizations (education, workforce, medical) to expand and enhance the reach of MSAC’s work.	Council	6/22		
Conduct one-on-one meetings with all Executive Directors.	County Arts Development	12/19	24 meetings held, one with each executive director.	24 meetings held, one with each executive director.
Meet with all Boards of Directors	County Arts Development	12/19	Begun on 11/15/18 (Queen Anne’s County)	23 completed by 12/19, final visit (Prince George’s County) scheduled for 1/18/19
Collect basic information about needs of artists and arts organizations beyond funding. (Joint initiative with CAAM and with MSAC Grants Office.)	County Arts Development	06/21		
MSAC Engages CAAM to strengthen their partnership for local and regional funding.	County Arts Development	06/21		
Organize monthly leadership, content specific, and networking gatherings.	Facility	12/22		
Identify and capture information for 25 organizations that are not currently in the MSAC database.	Grants	6/20	MSAC Staff connected to organizations throughout FY20.	Over 30 organizations have been added from communication with GFO, Creativity, Professional Development, and Emergency Grant Programs.
Use new connections to identify accessibility resources (financial, marketing, general partnership building etc.) to be shared local artists and organizations.	Grants	6/22		
Create appropriate collateral for all programs to broaden access to underrepresented areas.	Marketing	12/21		
Create online toolkit and webinar series for developing a marketing plan.	Marketing	12/21		
Create exhibitions to feature ADA anniversary and “year of the woman.”	Special Projects	12/20	2/20	Inaugural online exhibition in MSAC. Increased a large participation for both artists and panelists.

				Postcard Show, Women in Nature Exhibition, Identity
Create appropriate collateral for all presentations to broaden access to underrepresented areas by providing online exhibition platform.	Special Projects	6/21	Launch of Kunstmatrix platform.	
Increase visitors to exhibitions by 25%.	Special Projects	6/20	Shifted the open call exhibition to the online exhibition.	Increased amount of online visitors more than 25% since May 8th (Based on the liking numbers of each exhibition post)
Develop a county-specific contact list of 100 additional places of worship, social organizations to identify community leaders.	Professional Development	6/21		
Work with higher education institutions to offer sessions to students/emerging artists to ensure a robust pipeline of local talent.	Professional Development	12/21		
Offer sessions focused on the Americans with Disabilities Act/Accessibility.	Professional Development	12/21		
Create a mentor/partner program for organization leaders and artists and match with counterparts in other counties.	Professional Development	12/21	Happening informally in Creative Conversations/ListServ?	
Provide Professional Development to all counties to increase service to communities not served.	Professional Development	06/21		
Collect basic information about needs of artists and arts organizations beyond funding.	Professional Development	06/21	Ongoing - feedback form and creative conversations, CwK	
Collaborate with Marketing and CAAM to increase the MSAC mailing list by 10% by adding new individuals/communities not currently served (not limited to one outreach platform).	Professional Development	12/20	New constituents tracked over FY20.	1,946 new constituents were added to the mailing list between July 2019 and November 2020 (just over 10%). 706 signed up on the website and 1,240 new emails were added from the Smart Simple grant platform registrants.
Create digital listening sessions for community leaders and artists committed to accessibility to speak on local challenges, concerns, and offer recommendations for partnership.	Professional Development	12/21		
Increase conference calls and site visits by 10% to provide PAAM technical assistance.	Public Art	6/20	Public Art staff connected to constituents through site visits & conf calls.	Constituent Outreach & Technical Assistance continued thru Covid response, despite restrictions of in-person mtgs
Assess PAAM guidelines and application effectiveness through a survey.	Public Art	6/20	FY20 PAAM revised program debuted Fall 2019. Applications doubled from FY19.	Survey was delayed when final grant round was cancelled due to Covid. Survey to be conducted when program resumes.

Recruit 25% more indigenous/African American stakeholders to leadership positions, including panelists, editors, and contractors.	Traditions	06/21		
Increase site visits to Folklife Network and Apprenticeship grantees by 50%	Traditions	06/20	FY19: Approximately 15 visits per year	FY 2020: Approximately 50 visits

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Strategy 2: Strengthen efforts to reach new participants through existing grants programs.				
Action	Program	Deadline	Evidence Start	Evidence End
Facilitate 4 annual informational sessions.	A&E Districts	12/21	Possibly Duplicated	
Meet with each district manager focusing on programs and intersections.	A&E Districts	6/21	Meetings began 12/18/2020	
Offer operating support to all A&E Districts.	A&E Districts	12/19	Initiated in FY19, continued in FY20	Adopted as procedure.
Partner with MSDE to identify schools that have not utilized grant programs and communicate with those schools.	Arts in Education	6/21	ongoing. Sent Alysia Quarterly reports of AiE Grant funding to send to Fine Arts Supervisors	
Create an MSAC Teaching Artist Tour where MSAC TA's lead free sample performances/workshops to schools and community centers across the state.	Arts in Education	12/21		
Schedule program revision session to address "matching funds" inequity.	Arts in Education	12/19	Arts in Education Grant Application editor Revisions scheduled for February 3 and 10.	Equitable Funding Formula adopted as policy and procedure in May 2020.
Expand programming to include incarcerated or reentry communities.	Arts in Education	12/21		
Stipulate re-granting processes for equitable and transparent practices.	County Arts Development	6/20	Webinar announced 1/2020	Webinar held 2/21/2020
Leverage relationships with local Arts Councils to expand MSAC messaging and communication strategy about accessibility.	County Arts Development	12/21		
Identify organizations interested in curating or offering residencies to artists with disabilities and share that information on the MSAC website.	County Arts Development	12/22		
Research, identify and meet with 10 possible new grantees.	Grants	6/20	MSAC staff met with prospective guarantees throughout FY20.	MSAC staff met with over 50 new prospective grantees through the GFO, Creativity,

				Professional Development, Independent Artist Award, and Emergency Grant Programs.
Identify 30 new GFO-eligible organizations representing geographic and demographic diversity.	Grants	12/19	Contact made and information shared.	Contact made and information shared.
Create a resource page of grant information with contributions by all philanthropic partners.	Grants	12/20	Collaborative discussions throughout FY20	Launching with new website - Winter 2020.
Annually review all grant guidelines for additional ways to increase equitable access.	Grants	6/20	Ongoing research for best practices regarding equitable access informs grant guideline cycle discussion.	Procedures set for grant guideline review in connection to each program's new Fiscal Year cycle.
Increase funding for Creativity Grants to increase awards by 20%.	Grants	6/20	Planned to increase by 200% prior to State of Emergency.	Pending - Finance Committee hold until FY21 Budget Amount received from DBM.
Add evening hours for all constituent-involved meetings to diversify participation.	Grants	12/19	FY20 scheduled meetings.	Adopted as procedure.
Increase new GFO applicants by 10%	Grants	12/19	FY20 - 16 new applicants.	FY21 - 25 new applicants.
Schedule grants revision process focused on funding arts education organizations.	Grants	12/20	Listening sessions and policy changes approved in Summer 2020.	Arts education organizations eligible for GFO funding for FY22, based on approved policy changes.
Schedule grants revision process focused on funding higher education programs.	Grants	12/21	Planning in process during FY22 review; Specific grantees identified in FY21; Framework started.	
Capitalize on existing organizations and create new connectivity among them.	Grants	12/20	Creative Conversations scheduled for Fall/Winter 2020/2021.	23 separate Creative Conversations held with arts organizations of similar discipline and size.
Schedule grants revision process focused on GFO categorization of grantees.	Grants	12/20	Listening sessions held summer 2020.	Recategorization in effect for GFO FY22 funding.
Include a percentage requirement of grants to include people with disabilities in programming and/or to make physical or digital programming accessible to all.	Grants	6/22		
In final reports, request anecdotal information describing positive outcomes of collaborations with people with disabilities.	Grants	6/22		
Align with national models of quantitative data collection in final reports to include race and disability information.	Grants	6/22		
Strengthen capacity for technical support staff to assist people with disabilities or lack of internet access through the grant application process.	Grants	6/22		
Make grant documents and applications more accessible by incorporating plain language, braille, audio, video, ASL, Spanish versions, and other visual aids such as diagrams.	Grants	12/21		

Identify and elevate MSAC grants that can support arts programming for seniors, those in assisted living, and in nursing homes.	Grants	6/22		
Establish in-state constituent panels to increase program awareness.	Independent Artist Network	6/20	Call for Panelists for FY20 occurred in FY19.	FY20 IAA Panel complete. All selected panelists were MD residents. Procedures set for IAA panelist call for future program cycles.
Create a website page to share information with independent artists about other funding opportunities and professional development opportunities.	Independent Artist Network	6/21	New website.	
Increase social media engagement by 25%.	Marketing	12/19	Create a deliberate social media plan to increase impressions, engagements and total followers across all three platforms (Facebook, Twitter, Instagram)	Using Sprout Social, I was able to measure success by comparing Jan - Dec 2018 to Jan - Dec 2019. Below is the overall snapshot encompassing all of our social media outlets (Facebook, Instagram & Twitter): Impressions increased: 135.1% Engagements increased: 151.7% Total follower increase: 15.8% Messages sent increased: 40.5% Messages received increased: 26.2%
Create marketing-related resource sharing page on website.	Marketing	6/21		
Connect and network with language interpreter organizations or state agencies to support language translations of MSAC documents and events.	Marketing	12/21		
Identify artists of color and feature their work in multiple exhibitions.	Special Projects	12/19	FY19/20 Exhibits.	Adopted as procedure.
Feature statewide representation in exhibitions.	Special Projects	12/19	FY19 Exhibits.	Adopted as procedure.
Develop and market annual exhibition slots so that artists connect with upcoming opportunities.	Special Projects	12/21		
Create marketing-related resources including special media campaigns and graphics for Presentations sharing page on website.	Special Projects	6/21	Began presentation-specific eblasts, created branded graphics for each exhibition, waiting on website	
Provide accessibility information at all MSAC-sponsored events.	Special Projects	6/21	All special projects are being reviewed for accessibility needs.	
Create online exhibitions demonstrating multiple examples of digital access highlighting disabled artists.	Special Projects	6/22		
Collaborate with MSAC staff to identify and address information gaps in specific geographic areas and develop	Professional Development	6/21		

5 new strategies to diversify engagement with those areas.				
Create a webinar series as a “how to apply” for each grant program.	Professional Development	12/21		
Develop “How to do Public Art 101” for Summit and webinar presentations.	Public Art	6/20	Public Art 101 Webinar 1-16-20. Public Art track planned for Summit incl. pre-webinar. Training institute planned for fall.	Curated nine public art Summit session presentations, that are recorded & will be online and serve as prof dev webinars for administrators and artists.
Expand PAAM to four additional counties.	Public Art	12/19	FY20 Round 1 selected projects.	Not just counties, municipalities, NPOs: Thurmont, Frostburg, Oakland, Crisfield, Salisbury, Mt. Airy, Upper Marlboro, Little Italy (Bmore).
Develop Conservation Grant Program.	Public Art	6/20	Public Art Editing process to develop guidelines commences 3/2	Completed.
Identify and meet with 5 possible new grantees.	Public Art	12/20	FY21 Guidelines issued July 1	PAAM Qtr 1: New Artworks - 25 new applicants received; 6 - for Conservation a new program.
Create a graphic to assist constituents in navigating public art funding, project planning & implementation	Public Art	12/20	Webinars, and MPAC and MPAI mtgs planned	Unique graphics created for Regional Summits, How to Apply Webinars, and presentations to Agency partners
Increase BIPOC MPAI Commission Awardees by 25%.	Public Art	6/21		
Change the application review process from annual to quarterly to increase applicants.	Touring	12/19	FY20	Adopted as procedure.
Increased budget and award amounts.	Touring	12/19	FY20	FY20
Edit current roster to include only artists who are active within the past two years.	Touring	12/19	FY20	Adopted as procedure.
Increase the Touring Roster by 50% to include a more diverse representation of artists.	Touring	6/22		
Increase site visits by 50% through electronic and in-person meetings.	Traditions	12/20	30 site visits from July to November 2019	More than 52 site visits from July to November 2020
Add 3 grantees to the Folklife Network (also appears in Goal 4, Strategy 1)	Traditions	6/20	FY20: Five grantees in Folklife Network	Three new FY 2021 grantees will be decided per June 25, 2020, Folklife Network panel meeting

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Strategy 3: Define desired outcomes of and better capitalize on Council and staff attendance at MSAC, partner, and grantee events.				
Action	Program	Deadline	Evidence Start	Evidence End
Use Event Attendance Sheet to clarify purpose of visit and set intentional goals/actions.	A&E Districts	6/20	Adopted as procedure	Adopted as procedure
Establish Teaching Artist Evaluator contractor positions.	Arts in Education	12/19	Began 5/19	Finalized 12/19
Develop new internal event attendance procedure to include Council Program Advisors.	Council	12/19	Implemented 7/19	Adopted as procedure.
Review Field Work Document at each Council Meeting to ensure statewide presence.	Council	12/19	Data collected as of 1/19	Adopted as procedure.
Highlight and market Maryland events (live and virtual) featuring people with disabilities for Council and staff attendance.	Council	6/22		
Use Event Attendance Sheet to clarify purpose of visit and set intentional goals/actions.	County Arts Development	6/20	Adopted as procedure	Adopted as procedure
Identify and coordinate event attendance and include Councilors.	Grants	6/20	Several strategies were attempted throughout FY19/20.	Procedure set to include personal staff invitations to Councilors (assigned to each grant program) when event attendance arises.
Use Event Attendance Sheet to clarify purpose of visit and set intentional goals/actions	Grants	6/20	Ongoing throughout FY19/20	Circulating event attendance opportunities shared weekly to inform all staff of attendance; Staff Meeting discussions address continued purpose of visits; Field work document captures event attendance locations and frequency across the state.
Attend events for all on-year GFO grantees.	Grants	6/20	Ongoing throughout each cycle	Connections with each on-year GFO grantee; Event attendance for ~70% of on-year organizations.
Create an accessibility checklist for staff when attending MSAC funded events to better facilitate feedback and guidance to the organization host.	Grants	12/21		
Increase Council attendance at Independent Artist Awards by 50%.	Independent Artist Network	6/22		
Expand opportunities to 24 events annually so that MSAC becomes a hub for Maryland artists.	Special Projects	12/21	Ken: extend deadline until we are back in person - 12/22?	

Increase audience number by 50%.	Special Projects	6/21	Lillian will research data collection on the platform.	
Create database of Maryland artists from databases of statewide venues.	Special Projects	12/21		
Create graphics and other online materials to assist open-calls (including online platforms) for various genres to support underrepresented artists.	Special Projects	6/21	Branded graphics and amended language in calls encouraging underrepresented artists to apply.	
Increase Council and Commission attendance at dedications by 50%.	Public Art	6/22		
Change PAAM contracts to mandate MSAC recognition.	Public Art	6/20	MSAC crediting info sheet emailed by PM following contract signing.	Complete.
Increase staff event attendance	Public Art	6/20	Invitation process in PA Event procedure.	Exec Dir, Dep Dir., and public art staff attended dedications. Staff attendance will be recorded at future dedications.
Develop Touring Grant calendar and attend 25% of funded events.	Touring	12/22		
Increase Council attendance at Heritage Awards by 50%.	Traditions	6/20	FY19: No Council liaison system in place	FY20: Council liaison system in place, though Heritage Awards were canceled due to public health restrictions
Increase invitation to Council liaisons to attend events by 50%.	Traditions	6/20	FY19: No Council liaison system in place	FY20: Council liaison system in place; folklife liaisons invited to approximately eight events, representing a 100% increase

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Strategy 4: Serve as a convener to share resources and boost knowledge.				
Action	Program	Deadline	Evidence Start	Evidence End
Convene managers at Summit for informational sharing.	A&E Districts	6/20	Initial managers meeting at June 2019 Summit	Adopted as procedure.
Develop site-specific professional development opportunities in connection with two Regional Arts Institutes.	A&E Districts	12/21	Chestertown/Bethesda, FY20	Adopted as procedure.
In partnership with MSDE, facilitate two Teaching Artist gatherings for networking and feedback.	Arts in Education	12/21		
Create and share toolkit for governance evaluation.	Council	6/21		
Develop a strategic plan with CAAM that includes intentional professional development.	County Arts Development	12/20	Began collaborating on PD ideas 7/20	Adopted as procedure.
Convene directors at Summit for informational sharing.	County Arts Development	6/20	Initial CAAM meeting at June 2019 Summit	Adopted as procedure.
Facilitate monthly networking and topic driven gatherings.	Facility	12/22		
Develop Special Request application and guidelines.	Grants	12/19	Developed Fall, 2019	Full Council approval, October, 2019
Include constituents in all grant revision processes.	Grants	12/19	1,000+ participants.	Adopted as procedure.
Establish database of artists who are interested in serving on non-profit boards of directors.	Grants	12/21	Set as PPT slide in Creative Conversations. Create Google Form. Add to ListServ.	
Develop and use 5 platforms other than digital marketing.	Marketing	12/21		
Increase online engagement by creating a social media community through partnerships with MCA, MSDE, and AEMS.	Marketing	12/19	1/20: Meetings about the Summit and cross-promotional marketing. Identified marketing contact at each org and share information via social media & newsletter.	Adopted as procedure
Finalize and launch new website.	Marketing	12/20	Website has been deployed to state server & awaiting finalization.	Website will be launching in Jan 2021.
Increase social media and newsletter engagement by 20%.	Marketing	12/19	More postings and outreach for followers on social media and newsletter.	Comparison from June 2018-2019 vs. June 2019-June 2020. Engagement is up by 50.8%.
Communicate MSAC’s commitment to Accessibility (event planning, accessibility “champion” highlights,	Marketing	6/21		

disabled artist features, etc...) and disseminate to collaborators, grantees, and the general public.				
Regularly and consistently review and update the accessibility of MSAC's website.	Marketing	6/21		
Invite community members to submit informational, educational, and practical resources or opportunities around accessibility on MSAC's website.	Marketing	12/21		
Include a glossary of important terms related to accessibility on MSAC's website.	Marketing	12/21	In Progress. Approved by Laila.	
Include accessibility features and markers in the new MSAC Event calendar.	Marketing	6/21		
Ensure shared resources are accessible after any event has concluded (recordings, handouts, powerpoints, etc.)	Administration	6/21	Currently following accessibility checklists, and working with Precious and Amelia, to update existing materials and maintain guidelines for upcoming event materials	
Increase strategic marketing (digital, press release, media involvement).	Special Projects	6/20	Online Open-Call exhibition launched on May 8th.	Two more upcoming online exhibitions will be coming up. (IAA awards, Poetry event)
Create an accessibility checklist focused on in person or online events/gatherings that collaborators, grantees, and staff must use when partnering with MSAC.	Special Projects	6/21	Meeting scheduled for accessibility guideline document to be approved, then to be adapted into a checklist	
Increase visibility of grant writing assistance.	Professional Development	12/20	Assistance is increased throughout grant programs.	Assistance (individualized and via MSAC YouTube) is publicized in all public engagements and on the website.
Highlight professional development opportunities through strategic marketing.	Professional Development	6/20	Eblasts and coordinated marketing with our collaborators begins in FY19.	Ongoing through State of Emergency needs and connected to the annual PD cycle (Winter Webinars, Summit, Regional Arts Institutes).
Expand Regional Arts Institutes, based on feedback, to include networking with relevant resources and constituents.	Professional Development	12/19	FY20	Adopted as procedure.
Develop an inclusive resource list on the website including webinars.	Professional Development	6/20	FY19/20	Archived MSAC PD moved to website and YouTube; COVID-19 specialized resource page developed; New website to include additional resources (Dec. 20?)
Develop 3 webinars based on Regional Arts Institute feedback.	Professional Development	6/20	Webinars beginning to be utilized as a form of PD.	Winter Webinar Series developed as an annual opportunity to respond to additional needs following Regional Arts Institutes.

Implement Professional Development Opportunity Grant.	Professional Development	12/19	Developed Fall, 2019	Full Council approval, October, 2019
Create an annual Maryland Arts Summit	Professional Development	12/19	500+ attendees.	Adopted as procedure.
Highlight individual artists and their needs/interests through an ongoing Creative Conversations series.	Professional Development	12/20	Session planning in Spring 2020.	Ongoing by discipline since March 2020 and following in connection to the Regional Arts Summits.
Facilitate collaborative meetings between possible partners including private, candid meetings between board and administrators. Create and share organizational assessment tool to determine merger readiness (include case studies).	Professional Development	12/22		
Coordinate forums to encourage investigation of combining efforts among organizations.	Professional Development	6/22		
Invite national partners from all disciplines and across all disciplines to present at the Maryland Arts Summit focusing on the current state of funding in the national arts sector.	Professional Development	6/21		
Develop a financial workshop series for organizations, artists and teaching artists that addresses critical best practices in developing financial plans (one-pager best practices, rainy day funds, reserves, financial planning).	Professional Development	6/21		
Develop an emergency preparedness training series to engage about rapid response for program suspension while continuing community engagement.	Professional Development	6/21		
Create regular events to connect organizations who want to increase their accessibility with experts and advisors who can give practical information and feedback.	Professional Development	12/21		
Ensure accessibility is woven in as a theme and is a commitment for the Regional Arts Summit and Maryland Arts Summit.	Professional Development	6/22		
Host PA how-to-apply, grant-writing and MPAI application assistance workshops.	Public Art	12/20	Webinars in July and October/November	How to apply to PAAM New Artworks & Conservations grant programs and including grant-writing. Two How to apply webinars for MPAI in Oct/Nov that touched on grant-writing for the Statement of Interest.
Create Public Art Track for Maryland Arts Summit.	Public Art	12/19	2019 attendance.	Adopted as procedure. Completed at recent Summit.
Facilitate 6 annual community meetings with local partners for artists and administrators to elicit ongoing feedback about the program.	Public Art	6/20	See Public Art PD Planning (2-25-20)	Planned meetings were cancelled due to Covid restrictions. Staff held virtual public listening sessions and targeted conf calls with artists

				and administrators to solicit feedback. Task Force meetings also served as feedback.
Recruit indigenous and African American stakeholders to compose no less than 25% of the make up of application reviewers' and editors' panels.	Traditions	6/20	FY20: No recruiting process in place.	FY 20: Indigenous and African American applicants directly encouraged to respond to calls for panelists and suggested to be appointed to Arts Task Force
Facilitate an annual convening to hear concerns, align processes, and strategize.	Traditions	6/21		

Goal 2. Provide Intentional Support: Embrace thoughtful and targeted approaches to serving known and yet to be known MSAC constituents.

- Objectives
- Improve grant-making policies and processes (both internally and for applicants) to promote equity in applications and resulting fund distribution
 - Reevaluate and reimagine portfolio of funding programs to ensure MSAC has the greatest impact and broadest reach possible
 - Provide more non-monetary support for grantees, artists, organizations, and the whole sector
 - Listen to and understand the needs of artists and organizations to better serve as a responsive matchmaker for resources Strategies

Strategy 1: Incorporate grantee feedback to broaden and diversify the opportunities and outcomes of MSAC funding programs.

Action	Program	Deadline	Evidence Start	Evidence End
Establish public call for editors to revise programs.	A&E Districts	6/20	Revision process started in December 2019	Revision process completed for operating grant (February) and program (April)
Develop a plan to protect A&E Districts from gentrification.	A&E Districts	12/21		
Develop an "A&E 101" annual information session.	A&E Districts	12/21	IS THIS FOR PUBLIC OR EXISTING DISTRICTS? Possibly duplicated below	
Establish public call for panelists to review programs and editors to revise programs.	Arts in Education	12/19	Call for panelists to review AiE grant applications and teaching artist roster applications will be established after Phase 3 of editing. Call for editors established for two out of three phases of discussion: Equitable Funding (November 2019), Teaching Artist Roster (January 2020)	Adopted as procedure.
Engage constituency in all aspects of programmatic development: listen and evolve based on recommendations; offer compensation to all participants; treat programmatic development as a learning moment.	Council	12/19	Implemented 7/19	Adopted as procedure.
Integrate creative community leaders into state agency and department teams to support creative problem solving focused on complex social issues, especially around social determinants of health and the arts.	Council	12/21		
Work with Maryland Citizen for the Arts to create a Maryland Artist Pay Calculator considering current artist rates and ideal livable wages for artists.	Council	12/22		
Establish public call for panelists to review programs and editors to revise programs.	County Arts Development	12/19	FY20 revisions.	Adopted as procedure.
Increase site visits/feedback sessions to all CACs each year.	County Arts Development	6/20	DD and ED visits to board of directors in calendar year 2020	Adopted as procedure

Use CAAM minutes for additional programmatic revisions.	County Arts Development	6/21	Formally begin following March 2021 meeting	
Establish public call for panelists to review programs and editors to revise programs.	Grants	12/19	FY19 revisions.	Adopted as procedure.
Provide phone and/or web access to all public meetings.	Grants	12/19	FY19	Adopted as procedure.
Create new methods for constituent feedback throughout granting cycle.	Grants	6/20	Variety of methods throughout FY20.	Listening Sessions (topic specific) to increase stakeholder participation in decision making, Creative Conversations (separate and within Summit), Surveys to inform next steps; In progress - setting procedure/annual cycle.
Provide response mechanism to acknowledge all feedback received.	Grants	6/20	Ongoing.	Responses acknowledging feedback include intention to develop relationship with constituent. Feedback occurs individually, collectively, and through Commerce.
Revise GFO guidelines and applications based on constituent feedback.	Grants	12/19	FY21 revisions.	Adopted as procedure.
Establish one-on-one grant writing guidance and review by request.	Grants	12/19	FY20 applications.	Adopted as procedure.
Create a grant program to fund equity and justice training.	Grants	12/20	Ongoing.	Funded through Professional Development Opportunity Grants and Special Request Grants, as available.
Create a "common application" and scoring rubric for all County Arts Agencies (simple and transparent).	Grants	12/21		
Include grantee feedback about MSAC accessibility practices and procedures as a question in final reports.	Grants	6/22		
Strengthen efforts to include disabled grantees as editors in grant revision cycles.	Grants	6/22		
Collect information on grantee's staff leadership and roles in relationship to the disabled community to report in MSAC's annual report.	Grants	6/22		
Establish public call for panelists to review programs and editors to revise programs.	Independent Artist Network	12/19	FY20 applications.	Adopted as procedure.
Facilitate networking opportunities to encourage collaboration of artists in different regions of the state.	Independent Artist Network	12/21	Creative Conversations	
Highlight grantee feedback [quotes] in monthly newsletter.	Marketing	12/19	We highlight a grantee each newsletter.	Started in January with an artist profile.
Establish an annual Listening Session and Regional Arts Institutes.	Professional Development	12/19	1000+ attendees.	Adopted as procedure.

Establish public call for panelists to review programs and editors to revise programs.	Public Art	12/19	FY20 applications.	Adopted as procedure.
Increase site visits/feedback sessions to 12 each year.	Public Art	6/20	See Public Art PD Planning (2-25-20)	Planned meetings were cancelled due to Covid restrictions. Staff held virtual public listening sessions and targeted conf calls with artists and administrators to solicit feedback.
Create platform and review grantee feedback from MPAI and PAAM application cycles.	Public Art	6/20	Grant feedback form to be created w/Grants Dept. Program feedback to be solicited at field mtgs (2-25-20)	Grantee feedback came thru direct emails and phone meetings, that informed PA editing process & guideline revisions.
Schedule PAAM project virtual site visit/tech asst sessions	Public Art	12/20	Virtual site visits with potential PAAM grantees began after the new guidelines were published in July 2020	Dozens of virtual site visits and project specific phone calls were conducted with constituents and potential applicants ranging from individual artists, arts organizations and local governments. Ending November 2020 at Q2 application deadline.
Establish a panel review system.	Touring	6/20	Does not exist as of Feb. 2020	Panelist selection complete for FY21; First review to occur August 2020.
Edit the rubric and application based on constituent feedback to streamline the funding process.	Touring	12/19	FY20 revisions.	Adopted as procedure.
Establish public call for panelists to review programs and editors to revise programs.	Touring	12/19	FY20 revisions.	Adopted as procedure.
Include grantee feedback as staff meeting agenda items.	Traditions	12/19	In CY 2018, concerns from folklife grantees not included as MSAC staff meeting agenda items.	In CY 2019, concerns collected during folklife site visits regularly included as MSAC staff meeting agenda items; folklife grantees also regularly invited to attend staff meetings to share concerns directly.
Establish public call for panelists to review programs and editors to revise programs.	Traditions	12/19	FY20 revisions.	FY20 revisions.

Goal 2. Provide Intentional Support: Embrace thoughtful and targeted approaches to serving known and yet to be known MSAC constituents.

- Objectives
- Improve grant-making policies and processes (both internally and for applicants) to promote equity in applications and resulting fund distribution
 - Reevaluate and reimagine portfolio of funding programs to ensure MSAC has the greatest impact and broadest reach possible
 - Provide more non-monetary support for grantees, artists, organizations, and the whole sector
 - Listen to and understand the needs of artists and organizations to better serve as a responsive matchmaker for resources Strategies

Strategy 2: Expand practical, educational and hands-on training offerings inclusive of workshops, webinars, or online classes in a variety of relevant topics.

Action	Program	Deadline	Evidence Start	Evidence End
Develop virtual, monthly “brown bag” professional development series about relevant topics.	A&E Districts	12/20	First session held 11/20/2020	Adopted as procedure
Create a A&E District Summit gathering.	A&E Districts	12/19	6/19	Adopted as procedure.
Create periodic convenings for proximal Districts and for Districts and County Arts Councils.	A&E Districts	12/21		
Align MSDE micro credential program with MSAC Teaching Artist roster application process.	Arts in Education	12/19	Phase 2 of program revisions focuses on Teaching Artist Roster application in January 2020.	Adopted as procedure.
Partner with Teaching Artists of the MidAtlantic to create and market an internship program for college-age teaching artists.	Arts in Education	12/22		
Leverage partnerships with Arts Education in Maryland Schools and Maryland State Department of Education to create a listserv of facilitators providing a variety of accessibility trainings to arts education organizations.	Arts in Education	12/21		
Develop virtual, monthly “brown bag” professional development series about relevant topics.	County Arts Development	12/20	Began working in coordination with CAAM in 7/20	Adopted as procedure
Share best practices source providers at the annual CAAM retreat.	County Arts Development	6/21	Next retreat in October 202? (email in to Suzan)	
Create a CAD Summit gathering.	County Arts Development	12/19	Accomplished at the June, 2019 Summit.	Established as an annual event.
Create regular webinars led by community leaders, grantees, and teaching artists that address identified challenges for disabled people in grant applications and final reports.	Grants	12/21	Ken: clarification	
Develop a robust calendar of events (48 events per year).	Facility	6/22		
Develop topic specific webinars and highlight on website.	Marketing	12/19	Launched webinar series in Winter 2020.	Ongoing webinar series are being planned as we work from home. Created a webpage specifically for MSAC virtual events.
Increase MSAC professional development marketing on website and newsletter by 20%.	Marketing	12/20		Adopted as procedure.

Solidify professional development annual calendar (Listening Session, Regional Arts Institutes, Webinar series).	Professional Development	12/20	Ongoing.	Adopted as procedure.
Develop artistic practice, discipline-specific webinars.	Professional Development	6/21	Survey during IAA Creative Conversations and tie to Summit.	
Create and implement the Maryland Arts Summit.	Professional Development	12/19	The Summit took place at UMBC in June, 2019. 400+ attendees, 72 sessions.	Established as an annual event.
Create and implement MSAC staff “speaker topics” to address grantee boards of directors.	Professional Development	12/21	Strategic Planning, Board Role and Responsibility, collect other requests?	
Develop and offer a “Best Practice” series with a rolling agenda.	Professional Development	12/21		
Create a webinar series focused on accessibility.	Professional Development	12/21		
Ensure facilitators for MSAC professional development reflect the diversity of the state.	Professional Development	12/21	Can we ask PD facilitators to complete the individual survey?	
Include accessibility training in the onboarding process for professional development facilitators.	Professional Development	6/21		
Develop topic specific webinars and schedule public art conversations about relevant public art topics.	Public Art	12/20	Prop. webinar 5-27-20, 6/17/20;	Two public art conversations in July. 6 topic-specific webinars, as well as Regional Art Summit presentation/conversations.
Develop and implement a training module to increase submissions by Maryland artists twice annually.	Public Art	6/20	As per Public Art PD Planning (2-25-20)	Due to Covid no new RFQ applications have been issued.
Develop topic specific webinars.	Touring	12/21		
Meet with 6 boards of grantee organizations to share opportunities, answer questions, etc... annually (also appears in Goal 7, Strategy 4).	Traditions	6/20	FY20: Grantee board presentations not documented	FY20: Met with board members or oversight personnel at approximately eight organizations
Develop topic specific webinars.	Traditions	6/21		

Goal 2. Provide Intentional Support: Embrace thoughtful and targeted approaches to serving known and yet to be known MSAC constituents.

Objectives

- Improve grant-making policies and processes (both internally and for applicants) to promote equity in applications and resulting fund distribution
- Reevaluate and reimagine portfolio of funding programs to ensure MSAC has the greatest impact and broadest reach possible
- Provide more non-monetary support for grantees, artists, organizations, and the whole sector
- Listen to and understand the needs of artists and organizations to better serve as a responsive matchmaker for resources Strategies

Strategy 3: Provide ongoing and rigorous assessment of the grant-making process and program efficacy.

Action	Program	Deadline	Evidence Start	Evidence End
Create robust reports of Teaching Artists on the roster and prospective applicants to support program marketing and assessment.	Arts in Education	12/21		
Join NASAA list-serve for grant making best practices.	Grants	12/19	7/18 adoption.	Adopted as procedure.
Align grantee feedback with the procedures of the Department of Commerce and Public Information Act.	Grants	12/19	FY19	Adopted as procedure.
Develop rigorous and transparent editing process, panelist training, and assessment loop of all grant programs for grantees, panelists, staff and Council.	Grants	12/19	FY19 revisions based on direct panelist and grantee feedback.	Adopted as procedure.
Feature grant making processes in annual Listening Sessions and Regional Arts Institutes.	Grants	12/19	FY19	Adopted as procedure.
Establish an equitable and transparent formula for determining award amounts.	Grants	12/19	FY19	Adopted as procedure.
Adjust for disparity or imbalance of applicant resources to apply (i.e. - organizations that have development staff): prioritize funding to and for marginalized communities with limited access.	Grants	6/21	Cap calculations listening session	
Create a new funding opportunity to support digital access and reduce digital disparity.	Grants	6/21	Bring to Finance Committee for discussion.	
Set specific, quantifiable goals around racial equity: prioritize communities disproportionately impacted; be transparent about prioritization and why.	Grants	6/21	Clarify racial demographic data collection in final reports.	
Examine funding formulas for FY21 and future grants taking into account the loss associated with COVID19.	Grants	6/21	D,L,E to present plan to K.	
Create new project grants to assist community-based arts organizations/artists who are in the trenches directly assisting with the healing of community members post COVID19.	Grants	6/21	Bring to Finance Committee for discussion.	
Add a capacity building grant in connection to positions needed or lost due to COVID19.	Grants	6/21	Bring to Finance Committee for discussion.	
Make a strategic state investment in Maryland's most competitive commercial creative industries in order to	Grants	6/21	Bring to Finance Committee for discussion.	

attract and direct flows of social impact investments to back a pilot portfolio and seed the enterprise ecology with smaller, targeted investments.				
Develop systematic grantee feedback opportunities across all grants programs with a procedure for evaluating and increasing feedback.	Grants	6/20	FY20	Adopted as procedure: Following each panel meeting or cycle, feedback is collected from panelists, grantees, staff, Council, and AAG to inform elevation of the program for next year's cycle.
Increase pathways to collect and apply grantee feedback about MSAC's internal and external accessibility practices.	Grants	6/21		
Conduct a survey of current grantees and applicants to identify their accessibility needs.	Grants	12/21		
Engage a state partner to examine MSAC's grant-making processes around accessibility, document and publish all findings for feedback.	Grants	12/21		
Identify a state auditor who will regularly advise on language expectations of grant requirements, website, supporting materials, etc.	Grants	6/22		
Coordinate marketing to all grant programs for feedback/assessment sessions.	Marketing	12/19	Began January, 2019	Adopted as procedure.

Goal 3. Build Capacity: Work strategically to further build organizational and governance capacity to ensure that MSAC is capable of vigorously delivering on its mission.

Objectives

- Ensure alignment between staff resources and aspirations
- Adhere to best practices in financial transparency and communication throughout MSAC
- Encourage dialogue between staff and Council to enable knowledgeable communication regarding MSAC and its work
- Create an organizational culture that values continuous professional development, learning, and leadership in the sector
- Make MSAC a leader in equity, diversity and inclusion practice

Strategy 1: Reinforce MSAC’s commitment to staff as arts leaders in the state and nation.

Action	Program	Deadline	Evidence Start	Evidence End
Based on feedback from community leaders, cultivate existing and establish new partnerships with local and state funders committed to accessibility to address identified needs and action steps.	Council	12/21		
Publish MSAC program updates as features in newsletter.	Marketing	6/21		
Highlight staff presentation engagements in newsletter.	Marketing	6/21		
Facilitate interactions with other state arts agencies using MSAC’s procedures (EDI focus, public editing process, GFO application revision) as best practice models.	Professional Development	12/19	Numerous one-on-one interactions and a national conference presentations.	Adopted as procedure.
Place MSAC discipline experts as master teachers in any MSDE programs.	Professional Development	12/19	FY19	Adopted as procedure.
Identify and support a minimum of 2 professional opportunities annually for each staff member.	Professional Development	6/20	FY19/20	Options given to staff to self-identify possible PD opportunities; Staff PD built into MSAC FY20 budget.
Increase professional development funding to \$50,000 annually.	Professional Development	12/19	FY20 budget.	FY20 budget.
Schedule 4 professional development webinars annually for each staff member.	Professional Development	6/20	FY19/20	Options given to staff to self-identify possible PD opportunities; Staff PD built into MSAC FY20 budget.
Increase staff opportunities to present at conferences and events (arts and non-arts) as requested.	Professional Development	6/20	FY20	For any requested events, staff has presented; Ongoing.
Increase staff opportunities to present at in-state, local and county events targeting all MSAC programs.	Professional Development	12/22		
Join Maryland Philanthropy Network to partner with funding organizations on best practice procedural development.	Professional Development	12/19	Joined 3/19	Joined 3/19

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Strategy 2: Understand and adopt governance best practices.

Action	Program	Deadline	Evidence Start	Evidence End
Increase Public Art staff to accommodate recent legislation change.	Council	12/19	Process began 6/19	Public Art Project Manager hired January, 2020
Annually review Open Meetings Act requirements and incorporate into all meetings.	Council	12/19	Executive Assistant trained 8/19	All meetings align with Open Meetings Act.
Conduct an annual review of the Executive Director.	Council	12/19	10/18	
Finalize by laws update.	Council	12/19	Revision process began 8/18	Full Council vote 1/20
Review and revise Council training and preparation.	Council	12/20	Revision process began 6/20	Adopted as procedure.
Add a Governance Committee to the Council structure.	Council	12/19	8/19	8/19
In the next council nomination round, nominate people with experience in accessibility and who openly identify as disabled.	Council	12/21		
Evaluate all staff strategic planning goals, monthly, and update deadlines and evidence.	Professional Development	12/19	7/18	First Council report 1/20
Conduct semi-annual staff reviews.	Professional Development	12/19	State regulation.	State regulation.
Establish weekly staff meetings for continued procedural updates based on best practices.	Professional Development	12/19	6/18	Adopted as procedure.

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Strategy 3: Better manage expectations for how State funds are used both internally (understanding of operational finances for staff and Council) and externally by communicating annual funding goals (programmatic funds and the portion of budget toward funding grants).

Action	Program	Deadline	Evidence Start	Evidence End
Align staff salaries with NASAA salary survey.	Council	12/22		
Create and share at staff meetings detailed financial reports: Monthly Budget Variance, Monthly Reconciliations, Monthly Program Reports	Council	12/19	Bi-weekly updates are currently provided at weekly staff meetings. 8/19	Adopted as procedure.
Reorganize internal fiscal procedures to emphasize transparency across all departments.	Council	12/19	2/19	Adopted as procedure.
Align NEA Final Report requirements with grantee data collection.	Council	12/19	10/18	Adopted as procedure.
Schedule staff presentations and participation in all Council and committee meetings.	Council	12/19	1/18	Adopted as procedure.
Align projected and actual expenditures monthly.	Council	12/19	7/19	Adopted as procedure.
Reorganize Council budget to clarify administration costs vs. grant expenditures.	Council	12/19	5/19	Adopted as procedure.
Prepare Council budgets for projected 3-years.	Council	12/19	5/19	Adopted as procedure.
Create graphic representations for funding, procedure and policy explanations.	Marketing	6/21	FY20: We have begun doing this.	
Enhance practices of data collection for Annual Report and Economic Development Report to increase accuracy and reliability.	Marketing	12/19	FY19	Adopted as procedure.
Annually communicate funding allocations from budget in graphic format.	Marketing	6/21		
Include MPAAI projects and value in Annual Report.	Marketing	12/19	Annual report created Fall 2019.	Adopted as procedure.
Revise Annual Report into a useful tool for transparently communicating all funding aspects.	Marketing	12/19	Annual report created Fall 2019.	Adopted as procedure.
Incorporate plain language, audio, video, ASL, Spanish, and visual diagrams for the Annual Report explaining how budgets are divided up internally and externally. Include descriptions of photos.	Marketing	12/22		

Equitably budget MPAI public art allocation to increase number of artists awarded commissions.	Public Art	06/21	Multiple commissions began in October, 2020 so that the budget is split for more opportunity, and smaller budgets for newer artist commissions.	
Track MPAI project management tasks due to public art mandate.	Public Art	6/20	Draft Sheets document developed	MPAI project tracking list completed presented to MPAC. Individual project management charts in development.

Goal 3. Build Capacity: Work strategically to further build organizational and governance capacity to ensure that MSAC is capable of vigorously delivering on its mission.

Objectives

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Strategy 4: Develop and implement an equity, diversity and inclusion plan and training.

Action	Program	Deadline	Evidence Start	Evidence End
Finalize and implement equity, diversity and inclusion training.	Council	12/19	6/19	Full training program announced 11/19
Use equity, diversity and inclusion as a driver in the process review to align with MSAC grant programs.	County Arts Development	12/19	8/19 revisions.	Adopted as procedure.
Create a mechanism through which grantees can share their work through the lens of equity, diversity, and inclusion.	Grants	6/20	Elevation of mechanisms throughout FY20.	Application and rubric elevation (FY20) reflects evidence of equity, diversity, and inclusion.
Establish relevant training in equity, diversity and inclusion for the staff and Council.	Professional Development	12/19	6/19	Full training program announced 11/19
Involve major partners (MSDE, MCA, and AEMS) in equity, diversity, and inclusion training.	Professional Development	12/19	6/19	Full training program announced 11/19
Include professional development on issues related to accessibility, ADA, and Section 508 for all staff.	Professional Development	6/21	PD for staff.	
Implement MPAI artwork purchase program to increase equity in number of awards and diversity of awardees	Public Art	06/22		
Increase professional development (1.0 and 2.0) for artist applicants to MPAI & PAAM to increase diversity of competitive applicants	Public Art	12/21		
Research other percent for art programs and incorporate best practices for equity, diversity and inclusion into MSAC guidelines.	Public Art	12/20	Pittsburgh and Utah programs researched. More program interviews.	MPAI criteria were revised for EDI and resulted in increased applications both from Marylanders and nationwide.
Revise PAAM guidelines to specify project and process use of equitable practices.	Public Art	6/20	Public Art Editing process commences 3/2	Guidelines revised: Independent artists may apply, and no match req. will increase reach.
Expand field work in communities underrepresented by MSAC folklife grantmaking in the last five years by 25%	Traditions	6/20	FY20: No plan in place for strategic outreach through Folklife Network grantees	FY20: Fieldwork in communities underrepresented by MSAC folklife grantmaking undertaken at approximately five organizations; FY 2021 Folklife Network applications revised to record applicants' plans for strategically responding to local communities' needs

Conduct 12 field visits annually to artists/communities of color with a focus on a needs assessment.	Traditions	12/19	In CY 2018, approximately 8 such field visits.	In CY 2019, approximately 20 such field visits.
Create and offer equity and justice training for grantees.	Traditions	12/21		

Goal 4. Leverage Connections: Further enhance current relationships and involve additional collaborators, and constituents who will benefit from and advance the work of MSAC.

- Objectives
- Amplify the Council’s work through focused collaborations with other state and local agencies
 - Facilitate connections between artists and organizations as well as the communities in which they operate
 - Explore and foster creative and nontraditional new collaborations to engage artists and communities and support our commitment to equity, diversity, and inclusion

Strategy 1: Establish sustainable financial collaborations with organizations whose work complements the goals of existing MSAC programs.

Action	Program	Deadline	Evidence Start	Evidence End
Work with county arts agencies to identify and form collaborative relationships with organizations whose work complements the goals of the CAAM network and MSAC.	County Arts Development	6/22		
Strengthen collaboration with local, county, and regional organizations to determine alignment of goals and outcomes around accessibility.	County Arts Development	12/21		
Investigate other state agencies that have similar goals to programs at MSAC (i.e. - Department of Aging).	Grants	12/21		
Identify and collaborate with grantmakers that support arts programming for seniors, those in assisted living, and in nursing homes such as the Civil Money Penalty Reinvestment Program.	Grants	6/22		
Strengthen collaboration with Maryland Developmental Disabilities Council for advisory or cross funding purposes.	Grants	12/21		
Amplify external grant opportunities for funding related to accessibility.	Grants	12/22		
Research national or international organizations who can serve as model exemplars of MSAC’s accessibility funding goals.	Grants	12/21		
Collaborate with local stakeholders on products for the MPAl program.	Public Art	6/20	Panelist application procedure conducted. Selection in process.	MPAl projects have been delayed but continued planning for stakeholder involvement. Artwork purchase program will offer more local representation.
Establish the Maryland Folklife Network.	Traditions	12/19	8/18	Full Council vote, 9/19
Add 3 grantees to the Folklife Network (also appears in Goal 1, Strategy 2)	Traditions	12/20	Five grantees in November 2019	Eight grantees in November 2020

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Strategy 2: Solidify the alignment between MSAC and all other offices within the Department of Commerce to further demonstrate the value of the arts sector.

Action	Program	Deadline	Evidence Start	Evidence End
Work with Maryland Department of Tourism to research economic impact of virtual and in person events where MSAC disabled grantees are featured.	County Arts Development	12/22		
Collaborate with Business and Industry Sector Development to coordinate with local small businesses to provide resources for artists to use assistive technology and support presenting art in a more accessible way.	County Arts Development	12/22		
Work with the Department of Economic Development to create a procedure to capture and report the positive impact of the arts beyond economics.	County Arts Development	12/22	COMMERCE?	
Collect anecdotal information about the impact of MSAC funding and share with the Department of Commerce.	Grants	12/19	7/19	Adopted as procedure.
Develop and implement marketing protocols in alignment with the Department of Commerce.	Marketing	12/19	2/19	Adopted as procedure.
Attend Commerce marketing meetings to continue to update best practices.	Marketing	12/19	4/19	Adopted as procedure.
Demonstrate impact of collaboration with the Business and Industry Sector Development in our annual reports.	Marketing	6/22		
Schedule quarterly staff meetings to identify similar Partner objectives and develop an action plan for collaboration.	Professional Development	12/19	11/19	Adopted as procedure.
Invite Tourism to present at all Regional Arts Institutes.	Professional Development	12/19	8/19	Adopted as procedure.
Attend Tourism work sessions and events as requested.	Professional Development	12/19	1/19	Adopted as procedure.
Invite the Assistant Secretary of Commerce, and all Commerce leadership, to all MSAC meetings and events.	Professional Development	12/19	7/19	Adopted as procedure.

Communicate all dedication events for posting in Tourism information.	Public Art	12/21		
Conduct a professional development for Tourism and MPAI user agency collaborators to explain the public art process and promotion best practices.	Public Art	12/21		

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 - Explore and foster creative and nontraditional new collaborations to engage artists and communities and support our commitment to equity, diversity, and inclusion

Strategy 3: Provide additional exposure to the work of County Arts Councils and Arts & Entertainment Districts while promoting the regions and destinations across the State.

Action	Program	Deadline	Evidence Start	Evidence End
Attend, document and share on social media a minimum of 6 events annually.	A&E Districts	6/20	Completed in Fy20	Adopted as procedure with continued refinement
Encourage new designation applications through information sessions in jurisdictions throughout the state and through participation in Maryland Economic Development Association (MEDA), Maryland Municipal League (MML), and Maryland Association of Counties (MACo) meetings and events.	A&E Districts	12/22	(info sessions addressed above) Staff joined MEDA in 12/2020, attended MML conferences since 6/2018	
Invite Districts to champion marketing toolkits for artists, arts organizations and audiences in their own regions.	A&E Districts	6/22		
Attend, document and share on social media a minimum of 6 events annually.	County Arts Development	6/20	Completed in Fy20	Adopted as procedure with continued refinement
Invite CACs to champion marketing toolkits for artists, arts organizations and audiences in their own regions.	County Arts Development	6/22		
Annually increase support to the CAD program.	Grants	12/19	Projected increases through FY 22.	Projected increases through FY 22.
Establish a general operating grant for the A&E program.	Grants	12/19	FY20	Adopted as procedure.
Ensure awareness of grantees residing in A&E and CAD locations.	Grants	12/20	FY21	Adopted as procedure.
Provide digital mapping resource to visualize statewide funding distribution.	Grants	12/21		
Attend, document and share on social media a minimum of 6 events annually.	Independent Artist Network	12/22		
Create a contract with Wide Angle Youth Media to create video pieces for CAD and A&E programs.	Marketing	12/19	Released statewide video at MD Arts Day and rolled out A&E videos.	Ongoing - videos are still being created and rolled out.
Create and share social media form for CAD and A&E to use to connect with MSAC.	Marketing	12/19	7/19	Adopted as procedure.

Assist both programs (CAD/A&E) in developing local print ad/radio campaigns.	Marketing	6/21		
Create a recurring marketing campaign to direct consumers to buy local by highlighting local artists, businesses, and organizations in art and entertainment districts.	Marketing	6/22		
Include an asset map of county level resources for accessibility on the MSAC website.	Marketing	6/22		
All organizations on the Registry include accessibility accommodation information on website pages.	Marketing	6/22		
Design presentations that are specific to CAD and A&E Districts.	Special Projects	6/21	Build specific “take-over” events/popups into the special projects calendar and create guidelines.	
Incorporate 2 additional A&E Districts each year into Regional Arts Institutes to increase overall exposure and impact.	Professional Development	12/19	8/19	Adopted as procedure.
Feature CAD/A&E involvement with PAAM on MSAC website.	Public Art	12/20		New website will include a map of Public Art funded through MSAC including PAAM grants awarded to A&E and CAC’s
Recommend folklife artists to connect with CAD/A&E.	Traditions	6/20	FY20: Occasional, verbal recommendations made during visits to folklife artists	FY20: Individual folklife artists and Folklife Network grantees recommended to collaborate with local county arts councils and Arts and Entertainment Districts as a regular part of constituent engagement

Goal 4. Leverage Connections: Further enhance current relationships and involve additional collaborators, and constituents who will benefit from and advance the work of MSAC.

- Objectives
- Amplify the Council’s work through focused collaborations with other state and local agencies
 - Facilitate connections between artists and organizations as well as the communities in which they operate
 - Explore and foster creative and nontraditional new collaborations to engage artists and communities and support our commitment to equity, diversity, and inclusion

Strategy 4: Name and utilize Maryland Citizens for the Arts, Maryland State Department of Education Fine Arts Office, and Arts Education in Maryland Schools Alliance as Planning Collaborators, and nurture and bolster joint efforts with other collaborators with statewide interests.

Action	Program	Deadline	Evidence Start	Evidence End
Attend a minimum of 6 meetings annually to collaborate on programmatic development between higher education, MSDE and AEMS.	Arts in Education	12/19	1/19	Adopted as procedure.
Develop employment opportunities for the MSAC Teaching Artists through the Maryland Centers for Creative Classrooms program (MSDE/AEMS).	Arts in Education	12/19	1/19	Adopted as procedure.
Create website link that is shared with all collaborators where educators can have access to all professional development resources.	Arts in Education	12/21		
Make regular efforts to re-engage with constituents to ensure that marketing efforts are of service: develop unified messaging toolkits for use by artists, organizations; leverage existing media resources to highlight Arts in Education grantees; amplify constituent stories; develop graphic resources (logos, decals, stencils, social media templates, etc..).	Arts in Education	6/21		
Create a Teaching Arts Corps as a distinct aspect of the overall program that includes partnerships in schools and community Centers (example: Turnaround Arts).	Arts in Education	12/22		
Collaborate with MSDE and AEMS to provide professional development on accessible instructional practices such as differentiated instruction, cultural competency, Universal Design for Learning, anti-racism, and highlighting artists with disabilities in classroom instruction, etc.	Arts in Education	12/22		
Participate in CAAM meeting planning and professional development implementation.	County Arts Development	12/19	12/18	Adopted as procedure.
Share MCA, MSDE and AEMS projects, announcements, events, etc... on website, in	Marketing	12/19	12/19	Adopted as procedure.

newsletter, and via social media and meet monthly for planning.				
Establish a collaborative marketing team with the Planning Collaborators.	Marketing	12/20	11/20: We created various mailing lists of our planning collaborators and other collaborators who we send out graphics and copy to for sharing out info.	Adopted as procedure.
Collaborate with MSDE on student semi-annual student exhibitions.	Special Projects	12/19	7/18	Adopted as procedure.
Facilitate an annual symposium with the Maryland Philanthropy Network.	Professional Development	6/21	Dana and Elisabeth meeting regularly.	
Facilitate a semi-annual joint staff meeting with MCA, MSDE, and AEMS.	Professional Development	12/19	8/19	Adopted as procedure.
Feature all Planning Collaborators in the Regional Arts Institutes and Annual Summit.	Professional Development	12/19	6/19	Adopted as procedure.
Feature all Planning Collaborators in ongoing webinar series.	Professional Development	12/20	Ongoing.	As needed, based on feedback, beginning in FY19.
Create a statewide Maryland Arts Corps of creative leaders at emerging, mid, and executive levels available to serve embedded in public-facing, grassroots arts and non-arts organizations to apply creative perspectives, tools and methods.	Professional Development	6/21	ListServ and possible credited course at local university for board training.	
Partner with MCA, AEMS and MSDE on all Summit planning preparation and delivery.	Professional Development	12/19	5/19	Adopted as procedure.
Work with MVLA to clarify VARA law and share with constituents.	Public Art	12/20	Discussed in Summit MVLA presentation. Further follow-up req.w/ other attnys	MVLA mtg, determined further VARA & contract expertise specific to public art needed. Attorney identified for prstn to constituents.
Work with the MSAC Arts in Education program to build Folklife education capacity between MCA, MSDE, and AEMS.	Traditions	12/21		

Goal 4. Leverage Connections: Further enhance current relationships and involve additional collaborators, and constituents who will benefit from and advance the work of MSAC.

- Objectives
- Amplify the Council’s work through focused collaborations with other state and local agencies
 - Facilitate connections between artists and organizations as well as the communities in which they operate
 - Explore and foster creative and nontraditional new collaborations to engage artists and communities and support our commitment to equity, diversity, and inclusion

Strategy 5: Collaborate with community organizations and service providers to connect youth with elders in artistic activities to bolster lifelong learning and help ensure the longevity of MSAC’s impact as the population ages.

Action	Program	Deadline	Evidence Start	Evidence End
Partner with MSDE to develop micro credentialing program so that MSAC Teaching Artists may be trained to work with youth and elders.	Arts in Education	12/19	7/19	Adopted as procedure.
Develop a plan to engage youth at the Maryland Arts Summit.	Arts in Education	12/21		
Survey and gather interested collaborators to develop Youth Advisory Council with representation from each County to interact with state leadership on a semi-annual basis.	Arts in Education	12/21		
Connect with the Office of Aging to identify access needs of elders.	Arts in Education	6/22		
Strengthen efforts to identify and fund organizations committed to intergenerational art making and art education, such as assisted living communities.	Arts in Education	12/22		
Research external national, state, and local funding sources to support intergenerational arts programs in nursing homes.	Arts in Education	12/22		
Partner with Folklife Apprenticeship program and grantees to elevate intergenerational artmaking practices as a model of excellence.	Arts in Education	12/22		
Identify grantee organizations that specifically serve youth and elders and convene those organizations annually for networking and ideation.	Grants	6/21		
Collaborate with transportation providers to increase arts event access for elders.	Grants	12/22	Push DL to when in-person events return.	
Provide assistance to organizations to increase inclusion of youth and elder populations.	Grants	6/21	Survey GFO to assess youth and elder service and needs for expansion.	
Identify and include points of contact at other state agencies (universities, Parks and Recreation,	Marketing	6/22		

Department of Human Services, Developmental Disability Council) to raise awareness of MSAC programs emphasizing independent artists.				
Feature organizations doing youth and elder work in semi-annual webinar series.	Professional Development	12/21		
Create a mentorship, internship, community work development program placing 1 person at MSAC in rotation for assistance.	Special Projects	12/21		
Collect and market anecdotal information about the Apprenticeship program, underscoring intergenerational approach, with a minimum of 6 newsletter feature stories per year.	Traditions	6/20	FY20: No promotion plan in place for Remsberg, Inc. media content	FY20: Folklife Specialist hired to develop Remsberg Inc. procedural document; newsletter features in progress as of June 2020
Partner with Arts in Education program and grantees to elevate intergenerational artmaking practices as a model of excellence.	Traditions	12/22		
Collaborate with local constituents on artworks for the MPAI and PAAM programs	Public Art	6/20	Field Mtgs being scheduled as per Public Art PD Planning (2-25-20)	Collaboration opps cancelled due to Covid restrictions. Staf fhad conf calls with artists and administrators for MPAI/PAAM.
Guide and assist communities to realize public art beyond the MPAI & PAAM programs.	Public Art	12/20	Technical asst. continually being provided. i.e. Tk Pk, Gaithersburg, et al	Creation of new public art has been curtailed due to pandemic, but we have provided significant tech asst.
Network with County Arts Councils, A&E Districts and municipalities to advance public art.	Public Art	12/21		

Goal 4. Leverage Connections: Further enhance current relationships and involve additional collaborators, and constituents who will benefit from and advance the work of MSAC.

- Objectives
- Amplify the Council’s work through focused collaborations with other state and local agencies
 - Facilitate connections between artists and organizations as well as the communities in which they operate
 - Explore and foster creative and nontraditional new collaborations to engage artists and communities and support our commitment to equity, diversity, and inclusion

Strategy 6: Work with other governmental entities to advance MSAC’s work and collaborate with organizations to build connections with artists and communities not yet identified.

Action	Program	Deadline	Evidence Start	Evidence End
Partner with MSDE and AEMS to expand MSAC’s funding to underserved school populations.	Arts in Education	12/19	Phase 1 of public editing process identified an equitable funding formula that considers major barriers to funding access for schools across Maryland. In person meeting held November 12th.	Full Council vote, 1/20
Identify and address digital equity: Connect with Maryland Department of Housing and Community Development - rural broadband expansion.	Council	6/21		
Develop and market ongoing convenings with an emphasis on marketing to new audiences.	Facility	12/22		
Act as connector with other state agencies to introduce them to unfamiliar aspects of the constituents of the creative economy in semi-annual meetings.	Facility	12/22		
Collaborate with T Rowe Price and Impact Hub to assess independent artists’ needs.	Independent Artist Network	12/19	11/18	5/19
Collaborate with institutions of higher education to engage student artists/emerging artists to tap into and strengthen young artist pipeline (including young/emerging artists who are facing societal inequities).	Independent Artist Network	12/21		
Expand joint staff meeting to include 2 additional collaborators annually.	Professional Development	6/22	CAAM, MNP and service orgs? (MDEA, etc.)	
Increase customer service to MPAAI User Agency clients including project implementation technical assistance for commissioned artists.	Public Art	6/21	Education and orientation sessions with all MPAAI teams began (in-house templates and processes have been developed) began July, 2020.	
Increase communication with all state agencies to enhance participation of disabled artists in all calls for artists.	Public Art	12/21		

Increase number of other state agency collaborators and commissions after passage of SB12.	Public Art	12/19	6/19	FY20 State Agency collaborators will increase to seven.
Include and market folk and traditional artists in the Arts in Education grant programs.	Traditions	12/21		
Work with Emergency Preparedness staff member to align marketing efforts with local and regional needs regarding the severity of public health emergencies in different areas.	Marketing	6/21		

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Strategy 7: Connect artists and organizations with other private and public sector funders and other funders across the State (and where appropriate, beyond).

Action	Program	Deadline	Evidence Start	Evidence End
Establish and publish fiscal sponsorship policy.	Grants	6/20	Research completed FY20.	Policy approved by Council FY20.
Invest in partnerships that can help in developing resources to meet the needs of organizations.	Grants	6/21	Connect directly with membership of MPN to create a networking/speed-dating opportunity.	
Include opt-in questions that enable MSAC staff to connect applicants to other good-match funding opportunities.	Grants	6/21	In-process with ineligible/denial responses.	
Create a list of Maryland organizations seeking volunteers or board members to increase participation of people with disabilities in organizational administration.	Grants	12/21	Part of Creative Conversations/ListServ?	
Collaborate with Maryland Philanthropy Network to create a volunteer/Board Member networking event to increase participation of people with disabilities in organizational administration.	Grants	12/22		
Highlight national and private funders as additional opportunities for funding when providing feedback and guidance to Maryland disabled artists.	Grants	12/22		
Collaborate with school-parent-teacher organizations in order to increase access and grant program awareness for people with disabilities.	Arts in Education	12/22		
Connect independent artists through online Artist Registry with all MSAC and statewide opportunities.	Independent Artist Network	12/20	FY20	Launching with new website.
Feature grant opportunities and call for artists in all marketing platforms.	Marketing	12/19	2/19	Adopted as procedure.
Disseminate a digest of national service organizations recommendations: Access to resources, best practices, equity and justice information, communications strategies, online commerce.	Marketing	6/21		

Collaborate with Maryland Art Place and other area presenters for emerging artists open call events (1 annually).	Special Projects	12/22		
Create and implement a professional development series (2 events) for corporate and philanthropic funders across the state in alignment with the Maryland Philanthropy Network.	Professional Development	6/21	In conversations with Elisabeth.	
Join Maryland Philanthropy Network.	Professional Development	12/19	3/19	Adopted as procedure.
Share new grant processes with Maryland Philanthropy Network.	Professional Development	12/19	4/19 - Meeting hosted by MSAC at MSAC	Adopted as procedure.
Create resource pages and refer applicants and grantees to organizations when appropriate.	Professional Development	12/20	Compiled Fall 2020.	Launching with new website.
Meet with 6 boards of grantee organizations to share opportunities, answer questions, etc... annually (also appears in Goal 2, Strategy 2).	Traditions	6/20	FY20: Grantee board presentations not documented	FY20: Met with board members or oversight personnel at approximately eight organizations
Cultivate 6 visible collaborations between small organizations.	Traditions	6/20	FY20: Collaboration with small organizations not documented	FY 20: Collaborations cultivated with approximately eight small organizations

Goal 5. Bolster Maryland Arts: Showcase the high caliber, diverse and relevant work of Maryland’s artists and arts organizations; their contributions to community vitality and MSAC’s role as a catalyst.

- Objectives
- Serve as an ambassador of Maryland’s arts
 - Expand awareness of MSAC’s purpose and programs and impacts with key stakeholders, audiences, and communities served
 - Communicate program changes and reinforce our openness to supporting new and diverse artists and organizations

Strategy 1: Promote Maryland as a destination for arts and culture activities.

Action	Program	Deadline	Evidence Start	Evidence End
Pilot a destination marketing program with CAD and A&E, centralized on the MSAC and Tourism sites.	A&E Districts	6/21	start with Program logos, collaborate with Tourism	
Feature artists representing all areas of Maryland in ongoing exhibition and performance series.	Facility	12/22		
Create regular and ongoing in-person professional development opportunities for all arts constituents.	Facility	12/22		
Create regular and ongoing webinar professional development opportunities for all arts constituents.	Facility	12/22		
Collect anecdotal information and share with Department of Commerce and MSAC Marketing.	Grants	12/19	6/19	Adopted as procedure.
Develop a marketing grant for Maryland arts destinations that enhance tourism.	Grants	12/21	Ken: budget?	
Create procedure to consistently update MSAC press on visitmaryland.com	Marketing	6/21		
Create a contract with Wide Angle Youth Media to create video pieces for CAD, A&E programs, and MSAC.	Marketing	12/19	6/19	Video roll out begins January, 2020
Develop and publicize economic impact reports at the county level.	Marketing	12/21		
Create and widely share videos featuring Maryland artists with disabilities.	Marketing	12/21		
Strengthen procedures for grantees and/or public to have videos or images by disabled artists to be featured on MSAC’s social media.	Marketing	6/22		
On the Artist registry, include options for artists to highlight their training and experience around accessibility.	Marketing	6/22		
Develop project pages on website to feature narrative of process and cross promote with visitmaryland.com.	Public Art	12/21		

Leverage existing media resources to highlight stories from touring grantees.	Touring	12/22		
Leverage the visual storytelling resources of Remsberg to highlight region-specific traditional arts activities.	Traditions	6/21		
Support legacy festival after National Folk Festival leaves Salisbury in 202	Traditions	12/21		
Support National Folk Festival.	Traditions	12/19	6/18	Budgeted through FY21

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Strategy 2: Further highlight the artist registry and promote artists through MSAC materials and activities.

Action	Program	Deadline	Evidence Start	Evidence End
Review, revise and publish new criteria for Teaching Roster additions.	Arts in Education	12/19	Program revisions from public editors focusing on Teaching Artist Roster scheduled for January 2020.	Program revisions adopted as policy and procedure in May 2020.
Provide professional development focused on the AiE grant application process to new Teaching Artists.	Arts in Education	12/20	4 webinars on the new Arts in Education program - 1 as a pre launch webinar just for current teaching artists, 1 for YAMD and staff, 1 for YAMD and teaching artists, 1 for the general public	35 individual appointments with teaching artists (current/prospective) explaining new grant process from May to December 2020 55+ instances of email correspondence with new and current teaching artists about Smart Simple and new AiE Programs (not counting Collaborator Assignments) from May to December 2020
Link artist registries from CAD and other local organizations to MSAC and provide training for CAAM members without artist registries to build them or utilize MSAC’s.	County Arts Development	6/21		
Increase Maryland Art Place contract to enhance Artist Registry.	Independent Artist Network	12/19	7/19	Continuous
Update procedures to require IAN applicants to create Registry profiles.	Independent Artist Network	12/20	FY21	Launching with new website and FY22 applications.
Create online communities (listserv) for artists and to foster collaboration, partnership and communication.	Independent Artist Network	6/21	Touch points/gathering information through Creative Conversations beginning in FY21.	
Highlight artists through enhanced marketing efforts (i.e. - individual posts).	Marketing	6/20	Launched virtual exhibition in May 2020 and all exhibitions will now feature a virtual component. Awardees highlighted when grant announcements are made.	Adopted as procedure.
Collaborate with Maryland Art Place to increase activity on and value of Artist Registry.	Marketing	6/21		
Support Folk Festival and Heritage Awards through events marketing of all types.	Marketing	12/19	04/19	Adopted as procedure.

Heighten marketing efforts to showcase grantee success around accessibility and/or disability justice.	Marketing	12/22		
Research local, state, and national artist registry models to support continuous improvement and updates in relationship to accessibility.	Marketing	6/21		
Ensure accommodations and accessibility policies are widely shared with artists interested in the registry or currently on it.	Marketing	12/21		
Update procedures to require PAAM (and encourage Maryland MPAI) applicant artists to create Registry profiles.	Public Art	6/21		
Create specific public art tag on registry for all artists.	Public Art	6/21		
Create and implement procedures to require Apprenticeship grantees to join Artist Registry.	Traditions	12/20	No procedure in November 2019	Procedures being built via Folklife Network grantees in November 2020

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Strategy 3: Grow awareness of MSAC on a micro level, encouraging staff, Council, and constituents to be ambassadors of MSAC, highlighting our work.

Action	Program	Deadline	Evidence Start	Evidence End
Require each Councilor to perform 4 site visits per year.	Council	6/22		
Create a Council Program Advisor initiative to increase constituent interaction.	Council	12/19	5/19	Adopted as procedure.
Solidify procedures for council members and staff to publicly highlight disabled artists when attending MSAC funded events.	Council	12/21		
Reorganize grant recognition guidelines to promote verbal announcements at events.	Grants	12/19	2/19	Adopted as procedure.
Increase Public Art-related posts to 2 per month and track statistics.	Marketing	12/20	FY20: Liesel & Ryan regularly end information to share.	Adopted as procedure.
Create internal event attendance information share and assignment that includes Council invitations.	Professional Development	12/19	7/19	Adopted as procedure.
Increase attendance of staff, Council and leadership at dedications by 25%.	Public Art	12/21		
Create procedure to ensure MSAC credit on artwork plaques.	Public Art	6/21		

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Strategy 4: Establish reciprocal marketing agreements with MSAC collaborators and grantees, highlighting statewide sector activities through MSAC marketing efforts.

Action	Program	Deadline	Evidence Start	Evidence End
Create reciprocal marketing requirement for A&E guidelines.	A&E Districts	6/20	Addressed in General Operating Support Revisions	Adopted as procedure.
Create reciprocal marketing requirement for CAD guidelines.	County Arts Development	12/19	Included in program revision	Adopted as procedure.
Gather and share data with marketing to be used in all campaigns (photos, quotes, events).	Grants	12/20	Gathering occurring through: internal compilation document, feedback forms following public offerings, and within grant award notifications/final report collection.	Adopted as procedure.
Create a joint marketing plan with willing collaborators to coordinate the publishing of unified graphics.	Marketing	6/21		
Develop a clear brand and style guide for all MSAC marketing and collaborative events.	Marketing	12/19	Completed Fall 2019.	Adopted as procedure.
Develop a marketing and promotion exchange page on the MSAC website.	Marketing	12/21		
Include accessibility requirements/best practices in reciprocal marketing agreements for MSAC collaborators and grantees.	Marketing	12/22		
Create marketing packet and procedure that triggers at outset of each PAAM grantee and MPAL project.	Public Art	6/21		
Revise the award letter with more explicit marketing requirements (dedication events, staff invitations, etc...).	Public Art	6/21		
Grow marketing of regional Folklife work through required marketing roles and responsibilities of Folklife network.	Traditions	6/20	FY20: Development of Folklife Network grant guidelines based on grantee input	FY 20: Based on 2019 program revision, guidelines developed, published, and used for FY 2021 grant cycle

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Strategy 5: Harness the potential uses of digital and social media and distribute marketing materials in both electronic and traditional forms that reach people located in all areas of the State.

Action	Program	Deadline	Evidence Start	Evidence End
Provide resources to strengthen as marketing assistants.	A&E Districts	12/20	Marketing sharing procedures in place 7/20	Adopted as procedure.
Provide resources to strengthen marketing messaging.	Arts in Education	12/20	Met with Amelia to discuss general marketing guidance for Teaching Artists beyond the Artist Registry and any MSAC newsletters, social media, and initiatives	Out of School Time Webinars and networking sessions, AiE sessions during Regional Summit, MSDE Fine Arts Briefing, AiE Presentation for Maryland Out of School Time Network, leading/coordinating planning, marketing and communication around virtual Mid Atlantic Teaching Artist Retreat
Provide resources to strengthen as marketing assistants.	County Arts Development	12/20	Marketing sharing procedures in place and communicated to CAAM 10/20	Adopted as procedure
Revise all internal marketing and communications procedures.	Marketing	12/19	5/19	Adopted as procedure.
Increase social media, online engagement, diversify posts, share partner information, #holidays.	Marketing	12/20	6/20	Adopted as procedure.
Create hard copy and digital marketing collateral for each MSAC program.	Marketing	6/22		
Broaden marketing plan to non-digital options.	Marketing	12/21		
Create multiple marketing toolkits (logos, decals, stencils, social media templates, etc..) for reopening the sector: pay independent artists for design work; include best practices; focus on artists’ roles as creators and ambassadors; focus on arts organizations’ roles in facilitating milestone events and highlighting cultural workers as local ambassadors; develop audience marketing toolkit informed by public safety best practices focusing on story-sharing mechanisms for engaging with the arts in public or at home.	Marketing	12/21		

Frame all reopening marketing efforts as best practices informed by the data driven work of cultural consultants.	Marketing	12/21		
Via social media, frame the story of public art as an opportunity for arts engagement that is possible in early stages of the post COVID19 reopening.	Marketing	6/21		
Solicit CAAM input to amplify the stories of people of color owned and operated arts organizations in an effort to underscore their importance to the region and their resilience.	Marketing	12/21		
Develop online dashboards giving constituents access to artists and arts organizations: develop print version for distribution in areas with limited or no internet access.	Marketing	12/21		
Create an “arts ambassadors” initiative using well known public figures to highlight the return of the arts sector, at regional and county levels.	Marketing	6/21		
Identify three milestone events to be celebrated at arts organizations in conjunction with the reopening.	Marketing	6/22		
Invest in research of analyst to define (1) gaps in service (race, age, economy, geography, etc.) and (2) best ways to reach gaps in service (including print options, TV/paper/ad options)	Marketing	6/22		
Develop and share an annual full marketing plan that demonstrates a commitment to marketing all programs strategically and consistently.	Marketing	12/19	Fall 2019	Adopted as procedure.
Hire a graphic designer to unify all materials.	Marketing	12/19	12/19	New hire.
Create an accessibility review process/checklist for all online communications and digital materials to include alt text/image descriptions, screen reader accessibility, and visual accessibility guides.	Marketing	12/21		
Provide alt text/image descriptions on all digital materials.	Marketing	12/21		
Create and/or cross promote webinars about how to integrate alt text/image descriptions across social media platforms.	Marketing	12/21		
Create a social media marketing campaign highlighting disabled artists across disciplines.	Marketing	12/21		

Increase highlights of MSAC artist presenters in newsletter by 25%.	Special Projects	6/21	Will work with Amelia on IDENTITY show to feature one artist a month, rotating disciplines	
Highlighting not only visual art but ensure to feature various genres including performing arts and literature events via both online and in person.	Special Projects	6/22		
Create a webinar series highlighting the recommendations of the MD ART Force.	Professional Development	12/20	Ongoing.	Since March 2020, over 90 online offerings held in direct response to needs.
Repurpose Coffee with Ken series to collect stories from artists, arts organizations, and individuals for potential use in future marketing.	Professional Development	12/20	Ongoing.	Adopted as procedure through scribing.
Increase social media posts/sharing by 25%.	Public Art	6/21		
Provide regional and local promotion support for all dedications.	Public Art	6/22		
Provide regional and local promotion support for all calls for artists.	Public Art	6/21		
Promote the work of the Maryland Traditions Media Specialist by developing communication and collaboration protocols with MSAC marketing team.	Traditions	6/20	FY20: Call for applications to MSAC Media Specialist (renamed Folklife Specialist) position	FY20: Folklife Specialist hired
Create a website registry for traditional and folk artists.	Traditions	12/21		

		A&E Districts		
		Arts in Education		
		Council		
		County Arts Development		
		Facility		
		Grants		
		Independent Artist Network		
		Marketing		
		Presentations		
		Professional Development		
		Public Art		
		Special Projects		
		Touring		
		Traditions		

Evaluation Measures

MSAC is committed to rigorous, on-going and transparent evaluation of strategic plan implementation. Council will reference plan intentions as guideposts in ongoing decision-making. We will conduct formal evaluation of our efforts on an annual basis, actively seeking means of quantifying impacts. Evaluation measures we intend to monitor include:

- Ongoing audit of equity, diversity, and inclusion progress
- Efficiency of response to input from and needs of constituents
- Attendance growth at MSAC and partner events
- Number of grant applicants (new, repeating) and characteristics of applicants as well as grantees
- Geographic impacts of services and funding (as we strive to expand our reach across the State)
- Marketing metrics to evaluate increased awareness (across all constituents: beneficiaries and grantees, partners, legislators, etc.)
- Satisfaction metrics across all internal and external stakeholders, beneficiaries, and partners
- Quality and success of partnerships in fulfilling goals

MSAC Staff has adopted both qualitative and quantitative metrics for evaluation of the above measures.