



IMAGINE MARYLAND



MARYLAND STATE ARTS COUNCIL

A Strategic Plan for The Arts 2009–2013



Imagine Maryland!

Imagine the vision that sang in the pocket of the sails
as they crossed the ocean to reach this shore,
the deep longing that gives voice to dreams
transforming, like artists, the old to the new
the covenant of the *Ark*, the wings of the *Dove*.

Imagine the courage of the sojourners' hearts
beating relentlessly against the dark,
weaving their claim and dancing as they do,
toward the edge of tomorrow
where the future we imagine always begins anew.

Michael S. Glaser
Maryland State Poet Laureate
2004–2008



Imagine Maryland! by Michael S. Glaser

<u>WELCOME</u>	2
Governor Martin O'Malley E. Scott Johnson and Theresa Colvin	
<u>INTRODUCTION</u>	4
Background Process Summary Next Steps	
<u>MARYLAND STATE ARTS COUNCIL</u>	7
Core Programs	
<u>STRATEGIC PLAN</u>	9
Mission Vision Core Values Strategic Directions, Goals and Objectives	
<u>ACKNOWLEDGEMENTS</u>	16



FROM THE GOVERNOR

Dear Friends:

Marylanders overwhelmingly participate in and value the arts. More than 89 percent attended an arts event in the past year, and almost three-quarters consider themselves practicing or aspiring artists. These are but a few of the many findings that the Maryland State Arts Council discovered as they asked Marylanders to share their visions and ideas for the arts.

A project of the State's Arts Council—an agency of the Maryland Department of Business and Economic Development—*Imagine Maryland* invited artists and educators, students and retirees, business leaders and community activists to help imagine a state where the arts thrive and every person can fully participate in the arts. From dozens of meetings, surveys and interviews, a familiar refrain emerged: The arts are essential to maintaining and strengthening the connections between citizens and communities, to enhancing education and workforce preparedness of our youth, and to the economic viability and physical attributes of our communities.

We learned that a quality arts education, accessible arts experiences and opportunities for artists to live and work were universal goals. You additionally expressed practical ideas on how the state arts agency can strengthen support for this vibrant industry by increasing communication, collaboration and coordination despite the ramifications of the current economic environment.

I am pleased to share the results with you. Maryland's long-standing commitment to the arts is reinforced by public participation in the planning process. I invite you to review the report and to take time to experience the arts in Maryland personally by attending a performance, purchasing a handcrafted gift or visiting one of the many arts exhibitions held in Maryland.

Sincerely,

Martin O'Malley
Governor

FROM THE COUNCIL CHAIR & DIRECTOR

Baltimore Symphony Orchestra | CENTERSTAGE | Anna Fine Foer, "Time and Space Continuum"

Dear Friends:

The Maryland State Arts Council is pleased to present *Imagine Maryland—A Strategic Plan for The Arts 2009–2013*.

Over the course of the past 12 months, the Arts Council asked Marylanders to share their visions and ideas for the arts in our state. The intensity of the responses and the level of enthusiasm were gratifying. The feedback gathered reinforced the Council's mission and core values, and provided inventive ideas.

Governor O'Malley embraced the *Imagine Maryland* initiative from its beginnings, and his support has provided encouragement throughout the process.

County Arts Councils played a vital role assisting us in coordinating the meetings and getting the word out to their constituents. We also want to acknowledge the importance of the Advisory Committee members who were the first on board and first responders to all of the ideas, questions and information that had been collected and sorted. Also, the dedication of the members of the Maryland State Arts Council played a vital role in bringing the plan to fruition.

The role of any State Arts Agency is not only as a grantor but extends beyond to shape an environment that responds to the values of broad, meaningful and diverse access to the arts. With this in mind in this unprecedented economic climate, the necessity to be flexible and adapt to changing situations is a crucial part of any plan. Although the core values and strategies will remain steadfast, the Council's approach for the action plan is to keep it dynamic and relevant to shifting circumstances.

We look forward to providing periodic progress reports as we all work toward further strengthening the arts in Maryland.

Sincerely,

E. Scott Johnson
Chair

Theresa Colvin
Executive Director



INTRODUCTION

STREB, Columbia Festival of the Arts | Nana Projects Studio
Carl Grubbs Sax Alumni Band | Hadieh Shafie, "Overlap"

BACKGROUND

IN APRIL 2008, THE MARYLAND STATE ARTS COUNCIL (MSAC) LAUNCHED *Imagine Maryland* TO CREATE A DYNAMIC PLAN TO GUIDE THE AGENCY'S MISSION TO ENCOURAGE AND INVEST IN THE ADVANCEMENT OF THE ARTS. THE AGENCY'S PREVIOUS STRATEGIC PLAN—*Building on Success*—WAS COMPLETED IN 2001.

Imagine Maryland WOULD ACKNOWLEDGE CURRENT CONCERNS, EMBRACE FUTURE DREAMS AND SOLICIT PRACTICAL IDEAS FROM A DIVERSE CROSS SECTION OF INDIVIDUALS AND ORGANIZATIONS AFFILIATED DIRECTLY AND INDIRECTLY WITH THE ARTS AND CULTURE SECTOR.

A DEEP COMMITMENT TO THE CRITICAL AND CENTRAL ROLE THE ARTS PLAY IN THE QUALITY OF LIFE FOR MARYLANDERS BOLSTERED THIS ENTIRE EFFORT, AS DID THE RECOGNITION THAT:

The arts are essential to maintaining and strengthening the connections between citizens and communities, to enhancing education and workforce preparedness of our youth, and to the economic viability and physical attributes of our communities.

PROCESS

The MSAC consulted with the National Assembly of State Arts Agencies in order to develop an inclusive process that incorporated the ideas, issues and initiatives of Maryland's arts community. Thousands of artists, organizations, audiences and educators participated.

The agency then retained Morrie Warshawski, a nationally recognized leader in state arts agency planning, to coordinate a broad-based planning process that included the following:

- ▶ Comprehensive five-year internal data review
- ▶ Two dozen discovery interviews with prominent state leaders
- ▶ Six regional town hall meetings
- ▶ Fourteen issue forums on the arts, education, economic development and new media
- ▶ An inaugural statewide telephone survey on the value and role of the arts
- ▶ Internet questionnaire completed by 2,000 citizens
- ▶ Planning sessions with staff and board
- ▶ Advisory Committee meetings

Transparency was a hallmark of the process, and all meeting notes are available at www.msac.org. A wealth of information is included, and readers are encouraged to make their own discoveries.

SUMMARY

In our journeys across the state, we met Marylanders from all walks of life devoted to their communities and very aware of the important role the arts play in the quality of their lives. They are concerned about youth and arts education. They want the state to engage in more partnerships, convene groups and individuals, and increase the visibility of the agency and the arts. They hope that the state can offer artist training, communicate more often and more effectively, and take a leadership role in building coalitions.

This strategic plan responds to many of these desires and needs. As this document goes to press, the nation is in an economic recession that many could not have imagined one year ago. In order to maintain a high degree of both effectiveness and flexibility, this plan is organized around three large and powerful strategic directions:

- ENGAGE COMMUNITY
- STRENGTHEN COMMUNICATION
- ENHANCE ORGANIZATIONAL EFFECTIVENESS

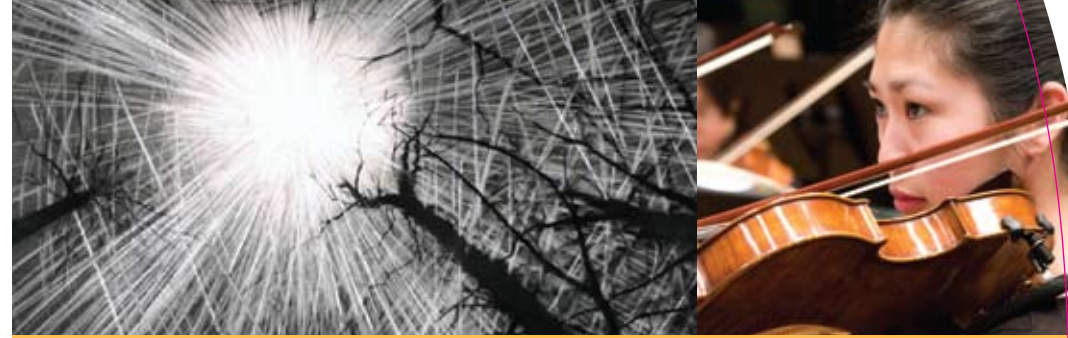
NEXT STEPS

The MSAC intends to make significant progress in each strategic direction, guided by long-term goals and shorter-term objectives.

The MSAC will implement the plan and ensure progress toward these goals utilizing a detailed 12-month Operational Plan to the fullest extent that available resources will allow. The Operational Plan includes specific actions, measurable outcomes, target dates and responsible parties. The MSAC will evaluate prior-year performance and create a new Operational Plan to ensure progress towards the goals while remaining flexible and responsive as resources will allow.

Imagine Maryland ultimately belongs to the citizens of Maryland, who will benefit from a state with a rich and robust arts community, which inspires, educates, employs and entertains.

Maryland has one of the most vibrant artistic communities in the country. The plan outlined here is an exciting opportunity for the Maryland State Arts Council to reach further and higher as it responds to the needs, and best represents the vision, of the arts.



MARYLAND STATE ARTS COUNCIL

Edward Brown, "As Above VI" | Hopkins Symphony Orchestra

WITH A CELEBRATED RECORD OF COMMITMENT TO INNOVATION, COLLABORATION AND LEADERSHIP IN THE ARTS REACHING BACK FOUR DECADES, THE ARTS COUNCIL WAS FOUNDED TO ENCOURAGE AND INVEST IN THE ARTS FOR ALL MARYLANDERS. WITH A STRONG RECORD OF SUPPORT FOR ARTISTS, ARTS PROGRAMS AND ORGANIZATIONS, THE MSAC INITIATED *Imagine Maryland* TO PROVIDE AN OPPORTUNITY TO REFLECT ON PAST ACCOMPLISHMENTS AND BUILD A STRONGER CREATIVE COMMUNITY.

Imagination Stage | Baltimore American Indian Center | David Driskell Center



CORE PROGRAMS INCLUDE:

- **Grants for Organizations** provides general operating support to nonprofit arts organizations. Maryland's strong and stable arts infrastructure can be traced to this flagship program.* (See page 8.)
- **Community Arts Development Program** provides County Arts Councils in each jurisdiction with financial and technical resources to support local artists, arts projects and arts organizations.
- **Individual Artists Awards Fellowships** recognize Maryland's most talented, emerging and established artists with cash awards that acknowledge artistic excellence.
- **Maryland Folklife Program** and **Maryland Traditions** identify and present traditional artists and folk arts in tandem with the Maryland Historical Trust to preserve and promote diverse traditions.
- **Arts and Entertainment Districts** foster economic development through collaboration of culture, commerce and community, encouraging artists to live and work in entertainment enterprises.
- **Arts in Education Program** inspires and educates Maryland school children with artist residencies and performances, and also offers teacher training.
- **Maryland Public Arts Program** promotes and supports integration of artistic enhancements into the state's natural and built environment.
- **Technical Assistance** supports organizational and professional development activities.



B.G. Muhn, "01" | Baltimore Choral Arts Society
Asian Arts Culture Center | Community Alliance for the Performing Arts

A STRATEGIC PLAN FOR THE ARTS

*A note on General Operating Support

MSAC recognizes the importance of general operating support for the daily operations of more than 300 arts organizations in the state. In tandem with the planning process, a study group was convened to review and evaluate the agency's general operating program policies and review background information, internal data and comparable arts agencies' operating support models. In 2008, a General Operating Support Study Group concluded a program evaluation and strongly endorsed these guiding principles:

- Unrestricted general operating support is important to the vitality and sustainability of the state's cultural organizations.
- Maryland's process is transparent, criteria are clearly articulated and applications are peer reviewed.
- Opportunity to participate in the program is equitable.
- Minimum qualifications must be inclusive rather than exclusive.
- Evaluation and award of grants is merit-based.
- Application process is open, and not limited or by invitation only.
- Organizations choose to participate in the program that meets their needs.

Imagine Maryland affirms the MSAC's commitment to provide unrestricted general operating support up to a maximum of 10 percent for organizations achieving the highest standards of excellence.

MISSION

Encourage and invest in the advancement of the arts for the people of Maryland.

VISION

Building on a tradition of excellence and in an inherent belief in the intrinsic value of the arts, the Maryland State Arts Council will fulfill its statewide leadership role by supporting individual artists and arts organizations, fostering opportunities for lifelong learning, encouraging partnerships across sectors, and making creative use of new technologies organizationally and throughout the arts community.

CORE VALUES

- **EXCELLENCE** in artistic practice and expression
- **ACCESS** to the arts and to the Arts Council for every citizen of our state
- **INCLUSION** of diverse voices that reflect the people of Maryland
- **INTEGRITY** in policy development and program implementation ensuring fairness and equity

STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES

The Arts Council is committed to three strategic directions in the next five years:

- **ENGAGE COMMUNITY**
- **STRENGTHEN COMMUNICATION**
- **ENHANCE ORGANIZATIONAL EFFECTIVENESS**



ENGAGE COMMUNITY

Annapolis Opera | Tom Block, "Into the Singularity (Detail II)" | Jayamangala | Baltimore Museum of Art

THE MARYLAND STATE ARTS COUNCIL WILL BUILD UPON A STRONG TRADITION OF PROVIDING LEADERSHIP THROUGH COMMUNITY ENGAGEMENT, PROGRAM ADVANCEMENT AND PARTNERSHIP DEVELOPMENT.

GOAL: AFFIRM MARYLAND'S COMMITMENT TO PROVIDING SUPPORT FOR ARTISTS AND ARTS ORGANIZATIONS.

Objectives:

- Sustain the core programs that support the arts agency's mission.
- Expand and enhance program areas to meet the changing dynamics and needs of artists and arts organizations.
- Continue recognition of and commitment to Maryland's cultural diversity, heritage and emerging art forms through program access and development.

GOAL: ADVANCE LIFELONG LEARNING IN THE ARTS.

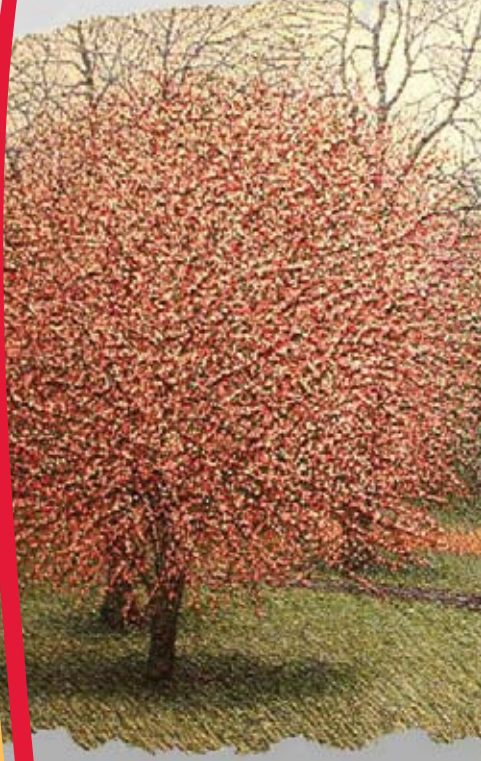
Objectives:

- Enhance arts in education services to youth through improved access and availability to programs.
- Connect to and recognize the role of community arts in arts learning.

GOAL: ADVANCE THE ARTS SECTOR THROUGH STRATEGIC ALLIANCES.

Objectives:

- Strengthen existing partnerships and encourage new alliances to provide increased program access.
- Encourage local coalition building.
- Foster information-sharing networks through increased opportunities for convening of artists and arts organizations.
- Maintain and develop relationships that demonstrate how central the arts are to the state's economic vitality.
- Build professional development opportunities.
- Cultivate partnerships that promote understanding and awareness of MSAC's role and programs.



STRENGTHEN COMMUNICATION

Doug Moulden, "Crab Apple" | Kinetics Dance Theatre | Nana Projects Puppeteers
Community Alliance for the Performing Arts | Liz Lerman Dance Exchange

THE MARYLAND STATE ARTS COUNCIL
WILL CONNECT MARYLANDERS TO THE ARTS AND
ELEVATE THE VISIBILITY OF THE ARTS IN OUR STATE.

GOAL: ELEVATE VISIBILITY OF THE ARTS.

Objectives:

- Promote intrinsic value of arts and culture to Maryland's quality of life.
- Strengthen awareness of the educational, economic and employment value of the arts.
- Increase recognition of Maryland's artists.

GOAL: ELEVATE VISIBILITY OF THE MARYLAND STATE ARTS COUNCIL.

Objectives:

- Increase awareness of the MSAC's programs and expertise.
- Promote the MSAC as a leading information resource for the arts in Maryland.

GOAL: ENHANCE PROFICIENCY IN COMMUNICATIONS, MARKETING AND PUBLIC RELATIONS FOR THE ARTS COMMUNITY.

Objectives:

- Increase communication with a broad base of constituents by utilizing emerging and established technologies.
- Develop routine, regular communication through print and electronic marketing products and communications tools.
- Strengthen communication and marketing priorities for artists, arts organizations and arts patrons.
- Provide access to technology training for artists and arts organizations.



ENHANCE ORGANIZATIONAL EFFECTIVENESS

Lynn Sures "Variations"

Maryland Shakespeare Festival

Reginald F. Lewis Museum of African American History & Culture

Alissa Marie Dennis, "Limits"

Delaplaine Visual Arts Education Center

City of Greenbelt

THE MARYLAND STATE ARTS COUNCIL
WILL MAINTAIN AND PURSUE BEST PRACTICES
IN GOVERNANCE, INTERNAL OPERATIONS AND
ADMINISTRATION OF PROGRAMS AND SERVICES.

GOAL: STRENGTHEN THE MSAC'S ORGANIZATIONAL EFFECTIVENESS.

Objectives:

- Prioritize program areas and align with staff resources.
- Provide resources for staff development and training.
- Prepare annual operational plans to ensure alignment with strategic directions.
- Enhance organizational capacity of other arts service organizations through strategic partnerships.

GOAL: INVEST IN TECHNOLOGIES THAT ENHANCE ORGANIZATIONAL CAPACITY.

Objectives:

- Develop and maintain a comprehensive technology plan for the agency.
- Provide training opportunities for staff in the use of new technologies.

GOAL: STRENGTHEN AND ENHANCE COUNCIL GOVERNANCE PRACTICES.

Objectives:

- Ensure that agency operational documents and policies reflect best practices.
- Ensure an engaged, active and involved Council.

ACKNOWLEDGEMENTS

The Maryland State Arts Council, an agency of the Department of Business and Economic Development, Division of Tourism, Film and the Arts, recognizes and appreciates the many individuals who participated in *Imagine Maryland*. For a complete list of participants, visit www.msac.org.

Maryland Department of Business and Economic Development

Christian S. Johansson, *Secretary*
 Dominick E. Murray, *Deputy Secretary*
 Hannah Lee Byron, *Assistant Secretary*
 Andréa M. Vernot, *Deputy Assistant Secretary*

Maryland State Arts Council

E. Scott Johnson, Chair, Baltimore City
 Patricia Lewis Mote, Vice Chair, Prince George's County
 William Mandicott, Secretary-Treasurer, Allegany County
 Carole Alexander, Anne Arundel County
 Barbara Bershon, St. Mary's County
 Deborah Cameron, Baltimore City
 Nilimma Devi, Montgomery County
 Melony Ghee Griffith, Prince George's County
 David W. Harp, Dorchester County
 Nancy Haragan, Baltimore City
 Abigail S. Hoffman, Esq., Baltimore County
 Jony Jiang Liu, Ph.D., Montgomery County
 Richard S. Madaleno, Jr., Montgomery County
 Barbara Messenger, Anne Arundel County
 Susanna Nemes, Montgomery County
 Malinda B. Small, Anne Arundel County
 David T. Terry, Ph.D., Prince George's County

Maryland Commission on Public Art

Catherine Sharp Leggett, Chair, Montgomery County
 Barbara Bozzuto, Baltimore County
 Alejandro "Alex" Francisco Castro II, Baltimore City
 Ann S. Coates, Worcester County
 William B. "Bill" Gilmore, Baltimore City
 Randall Griffin, Howard County
 Joel D. Hendricks, Office of the Comptroller
 William E. "Britt" Kirwan, University of Maryland System
 Donna LaVerne Rice, Howard County
 J. Rodney Little, Maryland Historical Trust
 Richard S. Madaleno, Jr., Maryland State Arts Council
 Edward C. Papenfuse, Ph.D., Maryland State Archives

Staff

Theresa Colvin, Executive Director
 Sharon Blake, Program Director
 Elizabeth Carven, Deputy Director
 Janel Cohen, Executive Assistant/Council Liaison
 Lauren Dugas Glover, Program Director
 Carla Dunlap, Senior Program Director
 Pamela Dunne, Assistant Director for Grants and Programs
 Joyce Faulkner, Administrative Assistant
 Doreen Harmon, Administrative Assistant
 John Harris, Fiscal Associate
 Shirley Howard, Program Director
 John Izzo, Fiscal Officer
 Angela Lohr, Grants and Data Manager
 Clifford Murphy, Program Director
 Christine Stewart, Program Director



Sue Johnson, "Vision of the Cantaloupe Girl" | DanceNow Productions | Society of Kungu Arts
 The Barnstormers & Rock Candy Cloggers | Ballet Theatre of Maryland





MARYLAND
STATE ARTS
COUNCIL



DEPARTMENT OF BUSINESS AND ECONOMIC DEVELOPMENT
www.choosemaryland.org

MARYLAND STATE ARTS COUNCIL
175 West Ostend Street, Suite E
Baltimore, Maryland 21230

www.msac.org | 410-767-6555
MD Relay TTY: 1-800-735-2258 or 711

Martin O'Malley, Governor | Anthony G. Brown, Lt. Governor

If you need assistance in using this publication,
please contact the MSAC office at 410-767-6555
or Maryland Relay TTY 1-800-735-2258.

Large-print versions are available upon request.

Readers, foreign-language interpreters and
audiocassette versions will be arranged with
two-week advance notice.



NATIONAL
ENDOWMENT
FOR THE ARTS

A great nation
deserves great art.



Mixed Sources

Product group from well-managed
forests and other controlled sources
www.fsc.org Cert no. SCS-COC-001962
© 1996 Forest Stewardship Council

Inside pages are 100% post-consumer waste.

