

Goal 1. Increase Participation: Broaden MSAC's constituency, providing avenues designed to increase pathways to engagement.

- Objectives
- In alignment with our equity, diversity and inclusion plan, proactively communicate and connect with communities and artists not fully served
 - Increase MSAC's presence across the State, promoting and providing more direct access to MSAC resources and personnel
 - Create platforms and leverage relationships to grow learning and sharing opportunities within and beyond the sector

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	✓	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	✓	Three phases of program revisions completed between October 2019 to February 2020.	Three phases of program revisions completed between October 2019 to February 2020.
Provide Professional Development to all counties to increase service to communities not served.	County Arts Development	06/21		
Conduct one-on-one meetings with all Executive Directors.	County Arts Development	✓	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	✓	Begun on 11/15/18 (Queen Anne's County)	Completed 1/18/19 (Prince George's County)
Organize monthly leadership, content specific, and networking gatherings.	Facility	12/21		
Identify and capture information for 25 organizations that are not currently in the MSAC database.	Grants	6/20	started July 2019	
Create appropriate collateral for all programs to broaden access to underrepresented areas.	Marketing	12/20		
Create an outreach platform to invite communities not currently served to join the MSAC mailing list.	Marketing	6/20		
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."	Presentations	12/20	Developed four open call exhibitions for the entire FY20 starting from the month of January	
Increase visitors to exhibitions by 25%.	Presentations	6/20		
Develop a county-specific contact list of 100 additional places of worship, social organizations to identify community leaders.	Professional Development	12/20		
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		
Increase conference calls and site visits by 10% to provide PAAM technical assistance.	Public Art	6/20		
Assess PAAM guidelines and application effectiveness through a survey.	Public Art	6/20		
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	

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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	12/20		
Meet with each district manager focusing on programs and intersections.	A&E Districts	12/20		
Offer operating support to all A&E Districts.	A&E Districts	✓	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	12/20		
Schedule program revision session to address "matching funds" inequity.	Arts in Education	12/20	Arts in Education Grant Application editor Revisions scheduled for February 3 and 10.	
Stipulate re-granting processes for equitable and transparent practices.	County Arts Development	6/20		
Research, identify and meet with 10 possible new grantees.	Grants	6/20		
Identify 30 new GFO-eligible organizations representing geographic and demographic diversity.	Grants	✓	Contact made and information shared.	Contact made and information shared.
Work with philanthropic partner organizations and community leaders to create a common database of current and future grantees.	Grants	12/20		
Annually review all grant guidelines for additional ways to increase equitable access.	Grants	6/20		
Increase funding for Creativity Grants to increase awards by 20%.	Grants	6/20		

Add evening hours for all constituent-involved meetings to diversify participation.	Grants	✓	FY20 scheduled meetings.	Adopted as procedure.
Increase new GFO applicants by 10%	Grants	✓	FY20 - 16 new applicants.	FY21 - 25 new applicants.
Create a webinar series as a “how to apply” for each grant program.	Grants	12/21		
Schedule grants revision process focused on funding arts education organizations.	Grants	12/20		
Schedule grants revision process focused on funding higher education programs.	Grants	12/20		
Schedule grants revision process focused on GFO categorization of grantees.	Grants	12/20		
Establish in-state constituent panels to increase program awareness.	Independent Artist Network	6/20	started fall 2019 (call for panelists)	
Work with organizations and community leaders currently supporting independent artists to create a common database of current and future grantees.	Independent Artist Network	12/20		
Develop a new marketing strategy targeting independent artists.	Independent Artist Network	12/20		
Create a website page to share information with independent artists about other funding opportunities and professional development opportunities.	Independent Artist Network	12/21		
Increase social media engagement by 25%.	Marketing	✓	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 a graphic to assist grantees in identifying funding sources.	Marketing	12/20		
Develop 5 new marketing strategies to diversity engagement.	Marketing	12/20		
Create marketing-related resource sharing page on website.	Marketing	12/21		
Identify artists of color and feature their work in multiple exhibitions.	Presentations	✓	FY19/20 Exhibits.	Adopted as procedure.
Feature statewide representation in exhibitions.	Presentations	✓	FY19 Exhibits.	Adopted as procedure.
Develop and market annual exhibition slots so that artists connect with upcoming opportunities.	Presentations	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	
Expand PAAM to four additional counties.	Public Art	✓	FY20 Round 1 selected projects.	.
Develop Conservation Grant Program.	Public Art	6/20		
Change the application review process from annual to quarterly to increase applicants.	Touring	✓	FY20	Adopted as procedure.
Increased budget and award amounts.	Touring	✓	FY20	FY20
Edit current roster to include only artists who are active within the past two years.	Touring	✓	FY20	Adopted as procedure.
Increase the Touring Roster by 50% to include a more diverse representation of artists.	Touring	6/20	Currently includes 68 artists (as of Feb. 2020)	
Increase site visits by 50% through electronic and in-person meetings.	Traditions	12/20		
Add 3 grantees to the Folklife Network (also appears in Goal 4, Strategy 1)	Traditions	6/20	FY20: Five grantees in Folklife Network	

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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		
Establish Teaching Artist Evaluator contractor positions.	Arts in Education	✓	Began 5/19	Finalized 12/19
Develop new internal event attendance procedure to include Council Program Advisors.	Council	✓	Implemented 7/19	Adopted as procedure.
Review Field Work Document at each Council Meeting to ensure statewide presence.	Council	✓	Data collected as of 1/19	Adopted as procedure.
Use Event Attendance Sheet to clarify purpose of visit and set intentional goals/actions.	County Arts Development	6/20		
Identify and coordinate event attendance and include Councilors.	Grants	6/20		
Use Event Attendance Sheet to clarify purpose of visit and set intentional goals/actions	Grants	6/20		
Attend events for all on-year GFO grantees.	Grants	6/20		
Increase Council attendance at Independent Artist Awards by 50%.	Independent Artist Network	6/20		

Expand opportunities to 24 events annually so that MSAC becomes a hub for Maryland artists.	Presentations	12/21		
Increase audience number by 50%.	Presentations	6/21		
Create database of Maryland artists from databases of statewide venues.	Presentations	12/21		
Increase Council and Commission attendance at dedications by 50%.	Public Art	12/20		
Change PAAM contracts to mandate MSAC recognition.	Public Art	6/20	MSAC crediting info sheet emailed by PM following contract signing.	
Increase staff event attendance	Public Art	6/20	Invitation process in PA Event procedure.	
Develop Touring Grant calendar and attend 25% of funded events.	Touring	6/20	Does not exist as of Feb. 2020	
Increase Council attendance at Heritage Awards by 50%.	Traditions	6/20	FY19: No Council liaison system in place	
Increase invitation to Council liaisons to attend events by 50%.	Traditions	6/20	FY19: No Council liaison system in place	

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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		
Develop site-specific professional development opportunities in connection with two Regional Arts Institutes.	A&E Districts	✓	Chestertown/Bethesda, FY20	Adopted as procedure.
In partnership with MSDE, facilitate two Teaching Artist gatherings for networking and feedback.	Arts in Education	12/20		
Develop a strategic plan with CAAM that includes intentional professional development.	County Arts Development	12/20		
Convene directors at Summit for informational sharing.	County Arts Development	6/20		
Facilitate monthly networking and topic driven gatherings.	Facility	12/20		
Develop Special Request application and guidelines.	Grants	✓	Developed Fall, 2019	Full Council approval, October, 2019
Include constituents in all grant revision processes.	Grants	✓	1,000+ participants.	Adopted as procedure.
Establish database of artists who are interested in serving on non-profit boards of directors.	Grants	12/21		
Develop and use 5 platforms other than digital marketing.	Marketing	6/20		

Increase online engagement by creating a social media community through partnerships with MCA, MSDE, and AEMS.	Marketing	6/20		
Finalize and launch new website.	Marketing	6/20		
Increase social media and newsletter engagement by 20%.	Marketing	6/20		
Increase strategic marketing (digital, press release, media involvement).	Presentation s	6/20		
Highlight professional development opportunities through strategic marketing.	Professional Development	6/20		
Expand Regional Arts Institutes, based on feedback, to include networking with relevant resources and constituents.	Professional Development	✓	FY20	Adopted as procedure.
Develop an inclusive resource list on the website including webinars.	Professional Development	6/20		
Develop 3 webinars based on Regional Arts Institute feedback.	Professional Development	6/20		
Implement Professional Development Opportunity Grant.	Professional Development	✓	Developed Fall, 2019	Full Council approval, October, 2019
Create an annual Maryland Arts Summit	Professional Development	✓	500+ attendees.	Adopted as procedure.
Create Public Art Track for Maryland Arts Summit.	Public Art	✓	2019 attendance.	Adopted as procedure.
Facilitate 6 annual community meetings with local partners for artists and administrators to elicit ongoing feedback about the program.	Public Art	6/20		
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.	
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		
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		

Establish public call for panelists to review programs and editors to revise programs.	Arts in Education	✓	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)	Three phases of program revisions completed between October 2019 to February 2020.
Establish public call for panelists to review programs and editors to revise programs.	County Arts Development	✓	FY20 revisions.	Adopted as procedure.
Increase site visits/feedback sessions to all CACs each year.	County Arts Development	6/20		
Use CAAM minutes for additional programmatic revisions.	County Arts Development	6/20		
Establish public call for panelists to review programs and editors to revise programs.	Grants	✓	FY19 revisions.	Adopted as procedure.
Provide phone and/or web access to all public meetings.	Grants	✓	FY19	Adopted as procedure.
Create new methods for constituent feedback throughout granting cycle.	Grants	6/20		
Provide response mechanism to acknowledge all feedback received.	Grants	6/20		
Revise GFO guidelines and applications based on constituent feedback.	Grants	✓	FY21 revisions.	Adopted as procedure.
Establish one-on-one grant writing guidance and review by request.	Grants	✓	FY20 applications.	Adopted as procedure.
Create a grant program to fund equity and justice training.	Grants	12/21		
Establish public call for panelists to review programs and editors to revise programs.	Independent Artist Network	✓	FY20 applications.	Adopted as procedure.
Facilitate a tour throughout the state by pairing or collaboration of artists in different regions of the state.	Independent Artist Network	12/21		
Highlight grantee feedback [quotes] in monthly newsletter.	Marketing	6/20		
Develop a plan for communication with constituents beyond our current reach.	Marketing	6/20		
Establish an annual Listening Session and Regional Arts Institutes.	Professional Development	✓	1000+ attendees.	Adopted as procedure.
Establish public call for panelists to review programs and editors to revise programs.	Public Art	✓	FY20 applications.	Adopted as procedure.
Increase site visits/feedback sessions to 12 each year.	Public Art	6/20		
Create platform and review grantee feedback from MPAI and PAAM application cycles.	Public Art	6/20		

Establish a panel review system.	Touring	6/20	Does not exist as of Feb. 2020	
Edit the rubric and application based on constituent feedback to streamline the funding process.	Touring	✓	FY20 revisions.	Adopted as procedure.
Establish public call for panelists to review programs and editors to revise programs.	Touring	✓	FY20 revisions.	Adopted as procedure.
Include grantee feedback as staff meeting agenda items.	Traditions	✓	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	✓	FY20 revisions.	FY20 revisions.

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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		
Create a A&E District Summit gathering.	A&E Districts	✓	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	✓	Phase 2 of program revisions focuses on Teaching Artist Roster application in January 2020.	Adopted as procedure.
Create internship program for college-age teaching artists.	Arts in Education	12/21		
Develop virtual, monthly “brown bag” professional development series about relevant topics.	County Arts Development	12/20		
Share best practices source providers at the annual CAAM retreat.	County Arts Development	6/21		
Create a CAD Summit gathering.	County Arts Development	✓	Accomplished at the June, 2019 Summit.	Established as an annual event.
Develop a robust calendar of events (48 events per year).	Facility	12/20		

Develop topic specific webinars.	Independent Artist Network	6/21		
Develop topic specific webinars and highlight on website.	Marketing	12/20		
Increase training opportunity marketing on the website and newsletter by 20%.	Marketing	12/20		
Facilitate discipline-specific workshop events as requested by artists.	Presentations	12/20		
Solidify professional development annual calendar (Listening Session, Regional Arts Institutes, Webinar series).	Professional Development	12/20		
Create and implement the Maryland Arts Summit.	Professional Development	✓	The Summit took place at UMBC in June, 2019. 400+ attendees, 72 sessions.	Established as an annual event.
Create and schedule discipline-specific and topic-specific convenings/training sessions.	Professional Development	12/21		
Create and implement MSAC staff “speaker topics” to address grantee boards of directors.	Professional Development	12/21		
Develop and offer a “Best Practice” series with a rolling agenda.	Professional Development	12/21		
Develop topic specific webinars.	Public Art	12/20		
Develop and implement a training module to increase submissions by Maryland artists twice annually.	Public Art	6/20		
Develop topic specific webinars.	Touring	6/21		
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	
Develop topic specific webinars.	Traditions	6/21		

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

Action	Program	Deadline	Evidence Start	Evidence End
Join NASAA list-serve for grant making best practices.	Grants	✓	7/18 adoption.	Adopted as procedure.
Align grantee feedback with the procedures of the Department of Commerce and Public Information Act.	Grants	✓	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	✓	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	✓	FY19	Adopted as procedure.
Establish an equitable and transparent formula for determining award amounts.	Grants	✓	FY19	Adopted as procedure.
Automate grantee feedback for declined applications with recommendations to strengthen new submissions.	Grants	6/21		
Develop systematic grantee feedback opportunities across all grants programs with a procedure for evaluating and increasing feedback.	Grants	6/20		
Coordinate marketing to all grant programs for feedback/assessment sessions.	Marketing	✓	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
Publish MSAC program updates as features in newsletter.	Marketing	6/20		
Highlight staff presentation engagements in newsletter.	Marketing	6/20		
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	✓	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	✓	FY19	Adopted as procedure.
Identify and support a minimum of 2 professional opportunities annually for each staff member.	Professional Development	6/20		
Increase professional development funding to \$50,000 annually.	Professional Development	✓	FY20 budget.	FY20 budget.
Schedule 4 professional development webinars annually for each staff member.	Professional Development	6/20		
Increase staff opportunities to present at conferences and events (arts and non-arts) as requested.	Professional Development	6/20		

Increase staff opportunities to present at in-state, local and county events targeting all MSAC programs.	Professional Development	12/20		
Join Maryland Philanthropy Network to partner with funding organizations on best practice procedural development.	Professional Development	✓	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	✓	Process began 6/19	Public Art Project Manager hired January, 2020
Annually review Open Meetings Act requirements and incorporate into all meetings.	Council	✓	Executive Assistant trained 8/19	All meetings align with Open Meetings Act.
Conduct an annual review of the Executive Director.	Council	✓	10/18	
Finalize by laws update.	Council	✓	Revision process began 8/18	Full Council vote 1/20
Review and revise Council training and preparation.	Council	6/20		
Add a Governance Committee to the Council structure.	Council	✓	8/19	8/19
Evaluate all staff strategic planning goals, monthly, and update deadlines and evidence.	Professional Development	✓	7/18	First Council report 1/20
Conduct semi-annual staff reviews.	Professional Development	✓	State regulation.	State regulation.
Establish weekly staff meetings for continued procedural updates based on best practices.	Professional Development	✓	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	6/20		
Create and share at staff meetings detailed financial reports: Monthly Budget Variance, Monthly Reconciliations, Monthly Program Reports	Council	✓	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	✓	2/19	Adopted as procedure.
Align NEA Final Report requirements with grantee data collection.	Council	✓	10/18	Adopted as procedure.
Schedule staff presentations and participation in all Council and committee meetings.	Council	✓	1/18	Adopted as procedure.
Align projected and actual expenditures monthly.	Council	✓	7/19	Adopted as procedure.
Reorganize Council budget to clarify administration costs vs. grant expenditures.	Council	✓	5/19	Adopted as procedure.
Prepare Council budgets for projected 3-years.	Council	✓	5/19	Adopted as procedure.
Create graphic representations for funding, procedure and policy explanations.	Marketing	6/20		
Enhance practices of data collection for Annual Report and Economic Development Report to increase accuracy and reliability.	Marketing	✓	FY19	Adopted as procedure.
Annually communicate funding allocations from budget in graphic format.	Marketing	6/20		
Include MPAI projects and value in Annual Report.	Marketing	✓	Annual report created Fall 2019.	Adopted as procedure.
Revise Annual Report into a useful tool for transparently communicating all funding aspects.	Marketing	✓	Annual report created Fall 2019.	Adopted as procedure.
Track MPAI project management tasks due to public art mandate.	Public Art	6/20		

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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	✓	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	✓	8/19 revisions.	Adopted as procedure.
Investigate equity, diversity and inclusion initiatives in other states and create a comparison document.	Grants	6/20		
Continue to align all MSAC programs with best practices from other states in regards to equity, diversity and inclusion initiatives.	Grants	6/20		
Create a mechanism through which grantees can share their work through the lens of equity, diversity, and inclusion.	Grants	6/20		
Assess current presentations of artists of color.	Presentations	6/20		
Align presentations of artists of color with state demographic information.	Presentations	6/20		
Establish relevant training in equity, diversity and inclusion for the staff and Council.	Professional Development	✓	6/19	Full training program announced 11/19
Involve major partners (MSDE, MCA, and AEMS) in equity, diversity, and inclusion training.	Professional Development	✓	6/19	Full training program announced 11/19
Offer relevant training in equity, diversity and inclusion for the artists and organizations statewide.	Professional Development	12/21		
Create and share a database of young artists and arts administrators of diverse backgrounds with organizations in the state.	Professional Development	12/21		
Research other percent for art programs and incorporate best practices for equity, diversity and inclusion into MSAC guidelines.	Public Art	12/20		
Revise PAAM guidelines to specify project and process use of equitable practices.	Public Art	6/20		
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	
Conduct 12 field visits annually to artists/communities of color with a focus on a needs assessment.	Traditions	✓	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
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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	12/20		
Connect MSAC grantees with opportunities provided by all Maryland Philanthropy Network funders.	Grants	12/20		
Investigate other state agencies that have similar goals to programs at MSAC (i.e. - Department of Aging).	Grants	12/21		
Collaborate with local stakeholders on products for the MPAI program.	Public Art	6/20		
Establish the Maryland Folklife Network.	Traditions	✓	8/18	Full Council vote, 9/19
Add 3 grantees to the Folklife Network (also appears in Goal 1, Strategy 2)	Traditions	12/20		

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 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
Collect anecdotal information about the impact of MSAC funding and share with the Department of Commerce.	Grants	✓	7/19	Adopted as procedure.
Develop and implement marketing protocols in alignment with the Department of Commerce.	Marketing	✓	2/19	Adopted as procedure.
Attend Commerce marketing meetings to continue to update best practices.	Marketing	✓	4/19	Adopted as procedure.
Schedule quarterly staff meetings to identify similar Partner objectives and develop an action plan for collaboration.	Professional Development	✓	11/19	Adopted as procedure.
Invite Tourism to present at all Regional Arts Institutes.	Professional Development	✓	8/19	Adopted as procedure.
Attend Tourism work sessions and events as requested.	Professional Development	✓	1/19	Adopted as procedure.
Invite the Assistant Secretary of Commerce, and all Commerce leadership, to all MSAC meetings and events.	Professional Development	✓	7/19	Adopted as procedure.
Communicate all dedication events for posting in Tourism information.	Public Art	6/20		

Conduct a professional development for Tourism and MPAI user agency collaborators to explain the public art process and promotion best practices.	Public Art	6/20		
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- Objectives
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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		
Attend, document and share on social media a minimum of 6 events annually.	County Arts Development	6/20		
Annually increase support to the CAD program.	Grants	✓	Projected increases through FY 22.	Projected increases through FY 22.
Establish a general operating grant for the A&E program.	Grants	✓	FY20	Adopted as procedure.
Ensure awareness of grantees residing in A&E and CAD locations.	Grants	12/20		
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	6/20		
Increase communication between A&E District and CAD leadership to elevate number of district stories by 25% in monthly newsletters.	Marketing	12/20		
Create a contract with Wide Angle Youth Media to create video pieces for CAD and A&E programs.	Marketing	6/20		
Create and share social media form for CAD and A&E to use to connect with MSAC.	Marketing	✓	7/19	Adopted as procedure.
Assist both programs in developing local print ad/radio campaigns.	Marketing	6/21		
Feature CAD/A&E involvement with PAAM on MSAC website.	Marketing	6/20		
Create and provide more “soft marketing” for statewide destinations.	Marketing	6/21		
Design presentations that are specific to CAD and A&E Districts.	Presentations	12/20		

Incorporate 2 additional A&E Districts each year into Regional Arts Institutes to increase overall exposure and impact.	Professional Development	✓	8/19	Adopted as procedure.
Recommend folklife artists to connect with CAD/A&E.	Traditions	6/20	FY20: Occasional, verbal recommendations made during visits to folklife artists	

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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	✓	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	✓	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		
Participate in CAAM meeting planning and professional development implementation.	County Arts Development	✓	12/18	Adopted as procedure.
Share MCA, MSDE and AEMS projects, announcements, events, etc... on website, in newsletter, and via social media and meet monthly for planning.	Marketing	✓	12/19	Adopted as procedure.
Collaborate with MSDE on student semi-annual student exhibitions.	Presentations	✓	7/18	Adopted as procedure.
Facilitate an annual symposium with the Maryland Philanthropy Network.	Professional Development	12/20		
Facilitate an semi-annual joint staff meeting with MCA, MSDE, and AEMS.	Professional Development	✓	8/19	Adopted as procedure.
Feature all Partners in the Regional Arts Institutes and Annual Summit.	Professional Development	✓	6/19	Adopted as procedure.
Feature all Partners in ongoing webinar series.	Professional Development	6/21		
Partner with MCA, AEMS and MSDE on all Summit planning preparation and delivery.	Professional Development	✓	5/19	Adopted as procedure.

Work with MVLA to clarify VARA law and share with constituents.	Public Art	12/20		
Build Folklife education capacity between MCA, MSDE, and AEMS.	Traditions	12/21		

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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	✓	7/19	Adopted as procedure.
Develop a plan to engage youth at the Maryland Arts Summit.	Arts in Education	12/20		
Develop Youth Advisory Council with representation from each County to interact with state leadership on a semi-annual basis.	Arts in Education	6/21		
Identify grantee organizations that specifically serve youth and elders and convene those organizations annually for networking and ideation.	Grants	12/21		
Collaborate with transportation providers to increase arts event access for elders.	Grants	12/21		
Provide assistance to organizations to increase inclusion of youth and elder populations.	Grants	12/21		
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	
Collaborate with local constituents on artworks for the MPAI and PAAM programs	Public Art	6/20		

Guide and assist communities to realize public art beyond the MPAAI & PAAM programs.	Public Art	12/20		
MPAC advance public-private joint ventures to County Arts Councils and municipalities to advance public art.	Public Art	6/21		

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

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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	✓	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
Develop and market ongoing convenings with an emphasis on marketing to new audiences.	Facility	6/21		
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	6/21		
Collaborate with T Rowe Price and Impact Hub to assess independent artists' needs.	Independent Artist Network	✓	11/18	5/19
Collaborate with institutions of higher education to engage student artists/emerging artists to tap into and strengthen young artist pipeline	Independent Artist Network	12/21		
Expand joint staff meeting to include 2 additional collaborators annually.	Professional Development	6/20		
Increase number of other state agency collaborators and commissions after passage of SB12.	Public Art	✓	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		

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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	12/20		
Connect independent artists through online Artist Registry with all MSAC and statewide opportunities.	Independent Artist Network	6/20		
Feature grant opportunities and call for artists in all marketing platforms.	Marketing	✓	2/19	Adopted as procedure.
Develop and implement a website page that lists all funding opportunities from all relevant state programs.	Marketing	12/21		
Collaborate with Maryland Art Place and other area presenters for emerging artists open call events (2 annually).	Presentations	6/21		
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		
Join Maryland Philanthropy Network.	Professional Development	✓	3/19	Adopted as procedure.
Share new grant processes with Maryland Philanthropy Network.	Professional Development	✓	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	6/20		
Collect and share examples of 1:1 match information for new applicants.	Public Art	6/21		
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	
Cultivate 6 visible collaborations between small organizations.	Traditions	6/20	FY20: Collaboration with small organizations not documented	

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
Feature artists representing all areas of Maryland in ongoing exhibition and performance series.	Facility	12/20		
Create regular and ongoing in-person professional development opportunities for all arts constituents.	Facility	12/20		
Create regular and ongoing webinar professional development opportunities for all arts constituents.	Facility	6/21		
Collect anecdotal information and share with Department of Commerce and MSAC Marketing.	Grants	✓	6/19	Adopted as procedure.
Pilot a destination marketing program with CAD and A&E, centralized on the MSAC and Tourism sites.	Marketing	6/21		
Create procedure to consistently update MSAC press on visitmaryland.com	Marketing	6/20		
Create a contract with Wide Angle Youth Media to create video pieces for CAD, A&E programs, and MSAC.	Marketing	✓	6/19	Video roll out begins January, 2020
Develop and publicize economic impact reports at the county level.	Marketing	12/21		
Develop an application for Maryland cultural destinations.	Marketing	12/21		
Develop project pages on website to feature narrative of process and cross promote with visitmaryland.com.	Public Art	6/21		
Support legacy festival after National Folk Festival leaves Salisbury in 202	Traditions	12/21		
Support National Folk Festival.	Traditions	✓	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	✓	Program revisions from public editors focusing on Teaching Artist Roster scheduled for January 2020.	Program revisions from public editors focusing on Teaching Artist Roster scheduled for January 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	12/20		
Increase Maryland Art Place contract to enhance Artist Registry.	Independent Artist Network	✓	7/19	Continuous

Update procedures to require IAN applicants to create Registry profiles.	Independent Artist Network	12/20		
Highlight artists through enhanced marketing efforts (i.e. - individual posts).	Marketing	6/20		
Collaborate with Maryland Art Place to increase activity on and value of Artist Registry.	Marketing	6/20		
Support Folk Festival and Heritage Awards through events marketing of all types.	Marketing	✓	04/19	Adopted as procedure.
Provide professional development focused on the AiE grant application process to new Teaching Artists.	Professional Development	12/20		
Update procedures to require PAAM applicant artists to create Registry profiles.	Public Art	6/20		
Create specific public art tag on registry for all artists.	Public Art	6/20		
Create and implement procedures to require Apprenticeship grantees to join Artist Registry.	Traditions	12/20		

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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	12/20		
Create a Council Program Advisor initiative to increase constituent interaction.	Council	✓	5/19	Adopted as procedure.
Increase site visits to all grantees by 25%.	Grants	12/20		
Reorganize grant recognition guidelines to promote verbal announcements at events.	Grants	✓	2/19	Adopted as procedure.
Increase Public Art-related posts to 2 per month and track statistics.	Marketing	12/20		
Increase audience at MSAC presentations by 25%.	Presentations	12/20		
Assess current site visit practice and increase number of days in the field by 25%.	Professional Development	12/20		
Create internal event attendance information share and assignment that includes Council invitations.	Professional Development	✓	7/19	Adopted as procedure.
Offer social media training as an ongoing professional development opportunity.	Professional Development	12/21		

Increase attendance of staff, Council and leadership at dedications by 25%.	Public Art	12/20		
Create procedure to ensure MSAC credit on artwork plaques.	Public Art	12/20		

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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	12/20		
Create reciprocal marketing requirement for CAD guidelines.	County Arts Development	✓	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		
Create a joint marketing plan with MCA, MSDE, and AEMS to coordinate the publishing of unified graphics.	Marketing	9/19	Waiting for Graphic Designer to be hired	New deadline: April 2020
Develop a clear brand and style guide for all MSAC marketing and collaborative events.	Marketing	✓	Completed Fall 2019.	Adopted as procedure.
Develop a marketing and promotion exchange page on the MSAC website.	Marketing	12/21		
Create marketing packet and procedure that triggers at outset of each PAAM grantee and MPAL project.	Public Art	12/20		
Revise the grant agreement with more explicit marketing requirements (dedication events, staff invitations, etc...).	Public Art	12/20		
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	

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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		
Provide resources to strengthen as marketing assistants.	Arts in Education	12/20		
Provide resources to strengthen as marketing assistants.	County Arts Development	12/20		
Revise all internal marketing and communications procedures.	Marketing	✓	5/19	Adopted as procedure.
Increase social media, online engagement, diversify posts, share partner information, #holidays.	Marketing	12/20		
Create hard copy and digital marketing collateral for each MSAC program.	Marketing	12/20		
Broaden marketing plan to non-digital options.	Marketing	6/20		
Develop and share an annual full marketing plan that demonstrates a commitment to marketing all programs strategically and consistently.	Marketing	✓	Fall 2019	Adopted as procedure.
Hire a graphic designer to unify all materials.	Marketing	✓	12/19	New hire.
Increase highlights of MSAC artist presenters in newsletter by 25%.	Presentations	12/20		
Increase social media posts/sharing by 25%.	Public Art	6/20		
Provide regional and local promotion support for all dedications.	Public Art	6/20		
Provide regional and local promotion support for all calls for artists.	Public Art	6/20		
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	
Create a website registry for traditional and folk artists.	Traditions	12/21		

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.