



# Strategic Plan 2016-2018

*Final performance by Eldorado Community School students enrolled in the Talking Hands Talking Feet arts integration program.*

*Photo: Phyllis Kennedy*

**New Mexico Arts  
Strategic Plan 2016-2018  
Executive Summary**

New Mexico Arts is at the beginning of a new plan which covers the period July 1, 2016 to June 30, 2018. Multiple sources and constituents have influenced this plan including those attending the DCA Cabinet Secretary's Community Conversations, current grantees at application workshops, and participants in national forums held in Santa Fe. Numerous studies have informed the plan and it has also undergone an entire division staff review. Due to the changing nature of the budget situation for the State of New Mexico, our larger Department of Cultural Affairs, and our own budget, we have delayed seeking approval by our governing body, the New Mexico Arts Commission, until there is a clearer picture. We expect this plan will go before the New Mexico Arts Commission for approval at their March 2017 meeting which takes place at the conclusion of the legislative session.

New Mexico Arts has consistently pursued four strategic goals that support our vision of an educated public with access to high-quality and varied arts experiences, communities that use the arts as drivers to support their cultural and economic health, and children who receive the full artistic and developmental benefits that the arts can provide. Our four strategic goals are:

- **Arts Awareness** – *Educate the public about the arts and stimulate support for the arts*
- **Arts Vitality** – *Encourage excellence in the arts, foster cultural tourism, add social value, and stimulate economic activity through the arts*
- **Arts Education** – *Expand development of arts education programs across the state*
- **Arts Access** – *Promote inclusion and access to resources and programs*

Our plan addresses the need to serve New Mexico's large rural and low-income population, a significant Native American population that desires to preserve their traditional arts, as well as expand their contemporary expressions, the development of young people through arts education and youth programs, support our significant veteran population (> 10%), and provide lifelong arts learning opportunities. Key to the success of our work and our plan is the continual development of partnerships with divisions within our own agency, the Economic Development Department, Public Education Department, Navajo Nation, other tribes and pueblos, private funders, and constituents.

**Our Mission:**

To preserve, enhance, and develop the arts in New Mexico through partnerships, public awareness, and education, and to enrich the quality of life for present and future generations.

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|--|--|--|---|---|
| <b>Arts Awareness</b><br><br><i>Educate the public about the arts and stimulate support for the arts</i> | Encourage public awareness and participation in the arts   | 1)Partnerships with constituents to stimulate marketing and audience development<br><br>2)Marketing and awareness campaign for New Mexico Arts programs  | 1)Arts Trails granting program (rural), NM Fiber Arts Trails (rural), Arts and Culture Districts (urban, rural), Folk Art publications<br><br>2)Annual Culture Day at state capitol, marketing materials  | 1)Services to a minimum of 5 Arts and Cultural Districts and 3 Arts Trails<br><br>2)Distribute marketing materials to 600 Culture Day visitors                      |
|  | Foster legislative awareness of important role of art in the lives of all New Mexicans                         | 1)Legislative Arts Caucus<br><br>2)Constituent coordinated statewide efforts to educate legislators on cultural, educational, and economic value of the arts<br>3)Research on the impact of arts and culture | 1)Partnership with WESTAF advocacy efforts, DCA divisions, museum foundations, Creative NM, and others<br>2)Partnerships with Creative New Mexico, Creative Santa Fe, New Mexico Advisory Council on Arts Education<br><br>3)Research: NM Arts Investment in Nonprofit Arts Businesses; FAEA impact study | 1)Attend regular meetings and drive agenda<br><br>2)At least one staff representative per partnership<br><br>3)Produce investment report and FAEA study annually    |
|  | Energize constituent-coordinated statewide initiatives   | 1)Information for constituent-driven advocacy efforts<br><br>2)Workshops in networking and advocacy training, especially in rural areas  | 1)Partnership with WESTAF advocacy efforts, Creative New Mexico, NM Advisory Council on Arts Education<br><br>2)Partnership with Creative New Mexico  | 1)Provide marketing/educational materials for advocacy efforts<br>2)Develop joint education programs with Creative New Mexico                                       |
|  | Cultivate inter-departmental awareness of New Mexico Arts' unique resources and needs of the arts in the state | 1)Collaborations with Economic Development and Tourism and the private sector<br>2)Partnerships with DCA divisions   | 1)Arts and Cultural Districts, joint conferences<br><br>2)Governor's Award for Excellence in the Arts, Folk Arts partnerships   | 1)Participate in joint annual or bi-annual meetings and conferences<br>2)Produce Governor's Arts Awards annual events, Intl. Folk Art Museum exhibit collaborations |

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| <b>Arts Vitality</b><br><br><i>Encourage excellence in the arts, foster cultural tourism, add social value, and stimulate economic activity through the arts</i> | Foster artistic activity and excellence in the state  | 1) Granting Programs (underserved preference)<br><br>2) Public Art Programs<br><br>3) Recognition Programs   | 1) Arts Projects, Arts Councils, Service Orgs, Universities, Government and Tribal Entities, Major Cultural Orgs<br>2) TIME (Temporary Installations for Made for the Environment, Acclaimed Artist Series, Permanent Collection<br>3) Governor's Award for Excellence in the Arts  | 1) Award 100+ grants annually; >30% of grant \$s to rural orgs (overall)<br>2) 1 TIME project annually, \$500K+ purchase initiative, and \$2M ongoing commissions<br>3) Governor's Arts Awards 30+ nominations and 150+ attendees   |
|  | Strengthen arts-based economic development and cultural tourism especially in rural and underserved areas of New Mexico | 1) Granting programs that support economic development (underserved preference)<br>2) Public Art programs<br><br>3) Community Arts Trails programs (rural)<br><br>4) Arts and Cultural Districts, in partnership with Economic Development/MainStreet (urban, rural, and frontier) | 1) Economic and Entrepreneurial Development grants<br><br>2) New Mexico Only Purchase, Commissions, % for Art, TIME<br>3) Community Arts Trails granting program, NM Arts website and marketing materials<br><br>4) Workshops, joint marketing, regional meetings, cultural planning, policy development, Arts and Cultural District Statewide Steering Council | 1) Award 5-10 grants annually; >30% of grant \$s to rural orgs (overall)<br>2) 10% increase in rural Public Art projects<br>3) Award 3+ grants; re-design community arts trails section of website<br><br>4) Attend steering council meetings and semi-annual workshops and Arts and Cultural District meetings |
|  | Preserve New Mexico's traditional folk arts   | 1) Granting programs that support folk arts projects<br>2) Traditional learning methods<br>3) Folk Arts programs   | 1) Folk Arts Projects granting category<br><br>2) Folk Arts Apprenticeship program<br>3) Folk Arts Network  | 1) 10-20 grants annually<br><br>2) 5-12 grants annually<br>3) Reinvigorate statewide  |
|  | Showcase and promote New Mexico musicians   | <a href="#">Click here to see the New Mexico Music Commission strategic plan</a>   |   |   |
|  | Develop knowledge and programs that support the connection between arts and the military                                | 1) Identify existing arts & military programs & resources<br>2) Gather arts and military leaders together<br><br>3) Align with existing programs   | 1) Survey of arts organizations<br><br>2) Arts and military summits<br><br>3) Art & Social Service grant category   | 1) Compete and distribute initial survey of field<br>2) Annual summit in partnership with NM Veterans Affairs<br>3) Increase grantees to 5  |

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| <b>Arts Education</b><br><br><i>Expand development of arts education programs across the state</i> | Support and expand opportunities for K-12 students and educators in schools and in community that align with New Mexico Standards and Benchmarks (in school) or standards in the field (in community) | 1) Granting programs that support arts learning and professional development for teachers<br><br>2) Regional and statewide partnerships<br><br>3) Online resources | 1) Arts Learning in Schools and Arts Learning in Community granting programs<br><br>2) Partnerships with NM PED, NM Alliance for Arts Education, NM Advisory Council for Arts Education, and other arts education organizations for professional development workshops for educators, and online workshops, and research<br><br>3) Website resources for advocacy, research, and arts education program resources | 1) Award 20+ grants annually; >30% of grant \$s to rural orgs (overall)<br><br>2) Attend partnership meetings; support NM PED arts education efforts including the FAEA<br><br>3) Update website resources annually |
|  | Expand Poetry Out Loud Program  | 1) Year-round program marketing<br><br>2) Expand POL through regional teacher workshops, especially in rural areas   | 1) NM Poetry Out Loud Facebook page, email list, flyers, state final art posters, state final photo booklet<br>2) Annual regional teachers workshops and trainings  | 1) Produce state finals art poster and photo booklet annually<br>2) Regional teachers workshops in each region of the state annually  |
|  | Support lifelong learning in the arts   | 1) Community arts education programs<br><br>2) Arts learning opportunities for emerging and professional artists   | 1) Granting programs that support arts learning for adults (especially Local Arts Councils, Arts in Social Service grant categories), website resources, Folk Arts education<br><br>2) Youth Leadership Council, Folk Arts Apprenticeship Program   | 1) Award 40+ grants annually; >30% of grant \$s to rural orgs (overall); update website resources annually<br><br>2) Develop a Youth Leadership Council, Award 5-12 Folk Art apprenticeships annually               |

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| <b>Arts Access</b><br><br><i>Promote inclusion and expand access to resources and programs</i> | Enhance outreach and technical assistance to rural and underserved areas and populations                           | 1)Regional technical assistance conferences and workshops that provide professional development and business skills for artists and arts organizations<br>2)Promote inclusion of and engagement with persons with disabilities in NM Arts and grantee programs | 1)Arts and Cultural Districts regional trainings for members, small group trainings with partners, leadership and sustainability training<br><br>2)ADA compliance for all grantees, partnerships with state offices and community organizations, online resources for grantees                                     | 1)Semi-annual technical trainings in person or using technology with >50% rural attendance<br><br>2) Develop ADA training and resources for grantees; update final report questions   |
|  | Improve communication between New Mexico Arts and all constituencies using multiple technologies where appropriate | 1)Communication channels increased between New Mexico Arts and its constituents<br>2)Act as an information clearing house  | 1)NM Arts social media, webinars, online training, video conferencing<br><br>2) NM Arts social media, website, news blasts   | 1)Develop semi-annual training using webinar or video conferencing<br>2)Regular/scheduled social media and website updates  |
|  | Improve processes and delivery of services for all New Mexico Arts programs  | 1)New and evolving technology incorporated into all programs<br><br>2)Constituent feedback incorporated into all programs<br><br>3)Multimedia in services and technical assistance (streaming audio/video, pod casts, webinars, social media)                  | 1)GO grants online system AIPP database, CAFÉ, WESTAF Public Art Archive<br><br>2)Granting: post application and grant completion surveys, panelist review, post workshop surveys<br>3) Poetry Out Loud and NM Arts Facebook pages, Poetry Out Loud videos, panelist orientation, training webinars, AIPP programs | 1)Develop map of funded programs using collected longitude and latitude; complete AIPP paper file digitization in FY18<br>2)Institute post application and grant surveys in FY17<br>3)Quarterly webinars for board development, grant applications, final reporting |
|  | Provide New Mexico Arts staff professional development and career training opportunities                           | 1)Technical computer and media skills training<br>2)Acquiring up-to-date knowledge on current trends, networking, and education<br>3)Participation in national networks  | 1)Excel and other software training, SHARE training<br>2)Staff participation in professional training by AFTA, WESTAF, NASAA, and NEA<br>3)Arts education, community development, folk arts, grants, public art, executive directors   | 1)All staff to attend one training per year<br>2)A minimum of one staff member to attend national and peer events annually<br>3)A minimum of one staff member participation in national networks  |