



- **IMPACT**—What opportunities might ESSA offer for arts education?
- **EQUITY & ACCESS**—How do we best work together in this new paradigm to support every student's success?
- **THE “CHARGE”**—What unique role will you/your organization play and what impact will you own?



Strategic Planning Update

March 5, 2016



2016-21 Kennedy Center Institutional Mission

- **Institutional Mission:** As the nation's performing arts center, and a living memorial to President John F. Kennedy, we are a leader for the arts across America and the world, reaching and connecting with artists, inspiring and educating communities. We welcome all who create, experience, learn about, and engage with the arts.



2016-21 Kennedy Center Institutional Vision

- **Institutional Vision:** We are the nation's beacon for the performing arts, engaging artists and audiences across the world to change, inspire and celebrate the cultural heritage by which a great society is defined and remembered.



We have defined Objectives and Measures for 7 Goals

Our Three “Pillar” Goals

**World Class
Arts**

**Powerful
Education**

**National
Destination**

Supporting Goals

Brand

**Digital
Presence**

**Financial
Strategy**

Governance



Ideals inspired by the legacy of JFK...

- Service
- Justice
- Freedom
- Courage
- Gratitude

Through Exploration and Creativity





2018 Expansion





Education Strategy Update

Every art form. Every age. Everywhere.



Education Division and Departments

Every art form. Every age. Everywhere.

Education Division

Research & Evaluation

VSA & Accessibility

ARTSEdge

National Partnerships

DC Partnerships

Teacher Programs

American College
Theater Festival

Theater for Young
Audiences

NSO Education

Explore the Arts

Events for Students

Registration



5 Phase Planning Process:

Aug-Nov 2015

Phase 1: Division Plan

- Institution-aligned Vision, Mission, Values, Objectives, Action Steps, Metrics, and Timeline

Nov15-Jan 2016

Phase 2: Department Plans (12)

- Division-aligned Objectives, Action Steps, Metrics, and Timeline

Jan-Feb 2016

Phase 3: Prioritization

- Prioritization, Resource Assessment, Gap and Saturation Analysis

Mar-April 2016

Phase 4: Vetting & Alignment

- Internal & External Vetting and Alignment-“Listening Tours”

April-May 2016

Phase 5: Refinement & Low-hanging Fruit

- Refinement for Implementation and Identification of “Quick Wins”

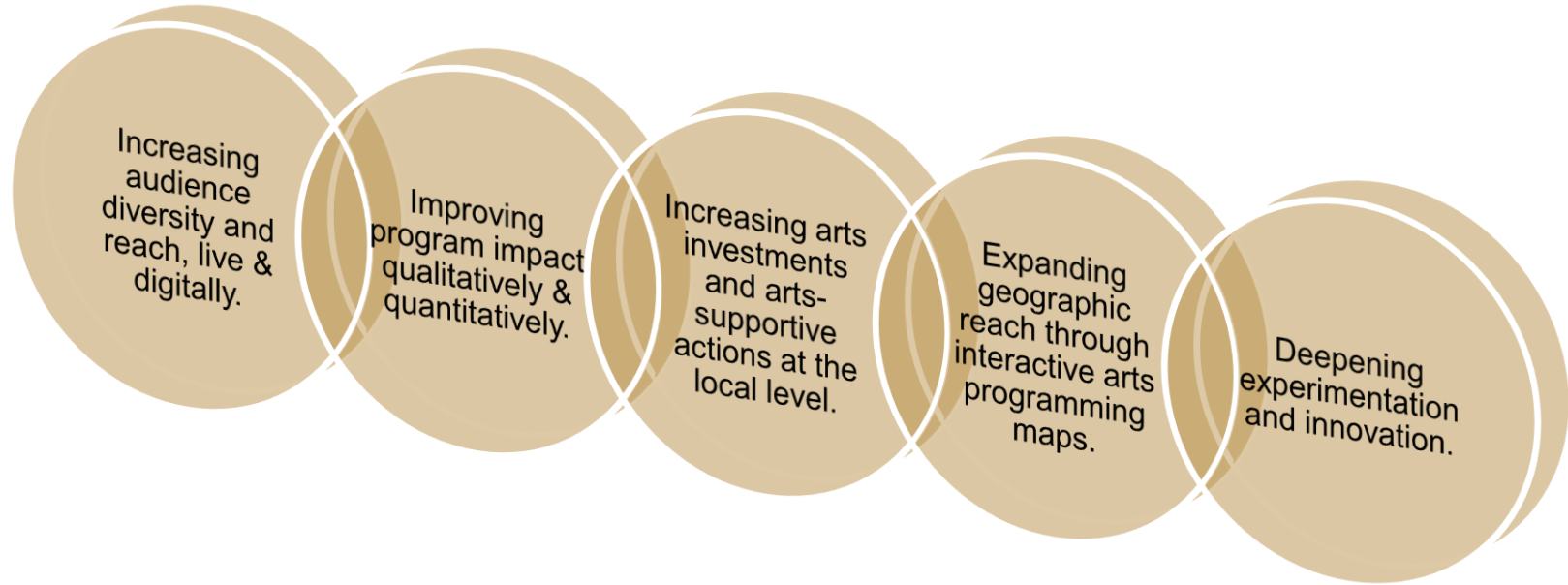


Phase 1: Education Division Plan: Mission & Vision

- **Center-Wide Goal:** Powerful Education
- **Education Mission:** We set the national bar for arts learning, creativity, and accessibility by providing powerful, culturally relevant experiences for all.
- **Education Vision:** Eradicating barriers to arts learning. Building capacity. Returning arts and creativity to the center of our lives. Activating Citizen Artists.



Phase 1: Education Division Plan: Objectives & Indicators



People

**Systems &
Structures**

**Partnerships
& Networks**

Key Metrics

Art Forms



WHAT'S THE SAME?

- High quality offerings
- Local and national
- Artistic engagement, skill-building, and developing young audiences
- Core foundational, mission-driven programs
- Well-respected and dedicated team
- Foundation of music, dance, and theater offerings
- Supporting priority populations through US Department of Education grant

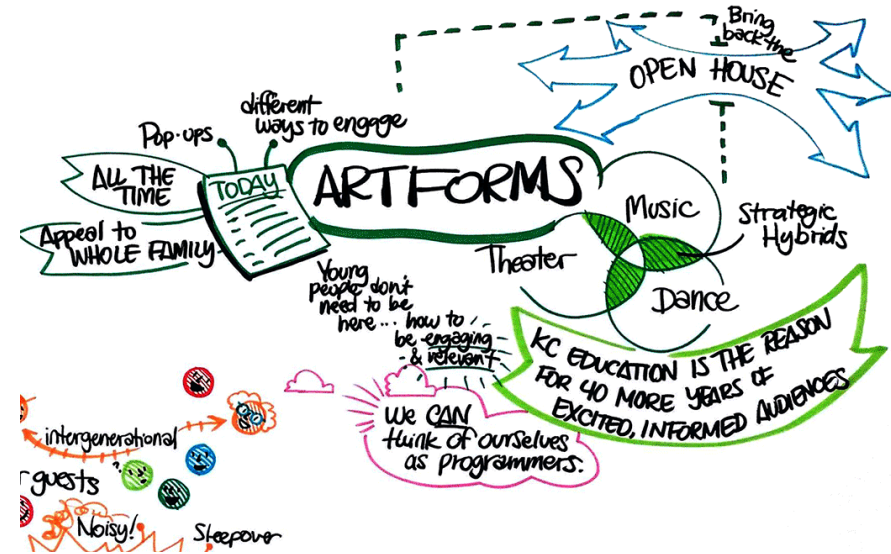


WHAT'S NEW and/or DIFFERENT?

Looking to 2021, the KC Education Division will:

- Increase the use of data
- More cross-functional & collaborative, less silo'd
- More culturally relevant programming
- Grow visual arts, dance, and media arts programming alongside music and theater
- Birth to infinity learning pathways
- Louder champions
- Every arts strategy, from discipline-based arts education to arts integration and beyond
- Greater coordination and alignment of internal and external partners
- Maximizing resources for greatest impact

Every Art Form.



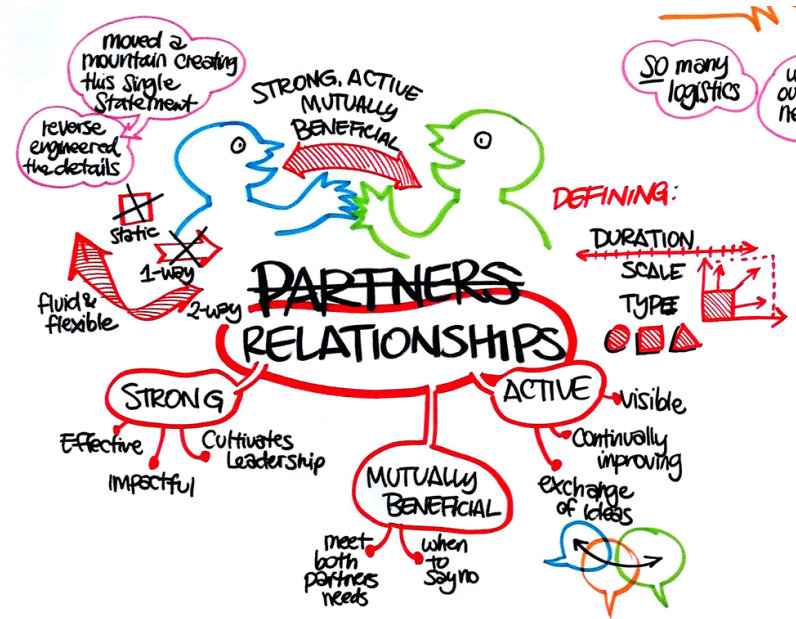
A NOISY KENNEDY CENTER WITH MORE DANCE, VISUAL ARTS, & MEDIA ARTS. SLEEPOVERS. POP UP PERFORMANCES. EMBRACING FRESH HYBRID INTERDISCIPLINARY ARTFORMS. EXPLORING BEHIND THE SCENES AND EXTENDED HOURS. CODESWITCHING BETWEEN TRADITIONAL ARTFORMS TO THE ARTFORMS OF NOW. WE MATTER MORE. WE REFLECT YOU.

Every Age.

BIRTH TO INFINITY. DEEP AND BROAD. BABIES. SCHOOL AGE. COLLEGE AGE. ADULT. WE BREAK DOWN BARRIERS. WE BUILD BRIDGES OF SUPPORT. WE KNOW YOU BECAUSE WE KNOW YOUR DATA. WE REFLECT YOU BECAUSE WE ASK QUESTIONS. WE ARE CUTTING EDGE BECAUSE WE ARE CURIOUS. OUR COMMUNITY LEARNING LAB IS ON STAGE, IN CLASSROOMS, & ONLINE.



Everywhere.



FROM OUR DOORSTEP TO THE EDGES OF OUR NATION AND BEYOND, OUR PARTNERS ARE ACTIVATED AS CITIZEN ARTISTS, REPRESENTING A NATIONAL REACH INSPIRED BY A NATIONAL CALL TO CHAMPION ARTS EDUCATION. RURAL. URBAN. SUBURBAN. NEAR AND FAR. THE KENNEDY CENTER IS EVERYONE'S COMMUNITY CENTER. LIVE AND DIGITAL. WE ACTIVATE, HONOR, AND EDUCATE.



Strategic Plan Working Groups

Teen Advisory Council	Interactive Mapping Tool	Digital Communications & Branding	Artistic Planning & JFK Legacy	Citizen Artist Fellows	Early Childhood	National Arts Summer Camp
School Models Strategy	Teaching Artist Strategy	Higher Education Strategy	Alumni Strategy	Diversity Strategy	Education Honors	Interactive Classroom Learning Lab



Already In-Progress:

- Alignment to Institutional Plan
- Data-Mapping Tool
- Arts Summit: Citizen Artists and JFK Ideals
- Student/Teen Advisory Committee
- New Education Partnerships
- Less Silos, More Cross-functional
- Working Groups
- Community Listening Tours



As the nation's cultural center, how can the Kennedy Center best serve you?

Contact Information:



Questions?

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