



MONTANA ARTS COUNCIL

About MAC

Montana Arts Council FY2001-2006 Strategic Plan

A blueprint to launch the 21st century

Plan ratified by the Montana Arts Council 6-10-2000.

Updated November, 2000.

Mission Statement: The Montana Arts Council is the agency of state government charged with promoting and expanding the significant role of arts and culture in our lives through a variety of grant and technical assistance programs, which benefit Montanans of all ages and cultures as current or future creators, participants or patrons of the arts.

Vision Statement: The 21st Century will establish the Montana Arts Council as a state and national leader in the arts by focusing its vision outward, to not only strengthen the arts in the state, but also help boost Montana's economy, stimulate quality of life and improve education throughout the state.

Working Approach to the 2001-2006 Strategic Plan: This plan is to be a working, evolving blueprint. Progress on each effort will be charted annually and is formally a part of the plan. Objectives and strategies will then be reviewed and adjusted in order to respond to progress made, and new threats and opportunities that may arise.

MAC has established short-term, mid-term and long-range priorities within the plan. These may change based on annual review. In addition, many other ideas were presented

during the planning. MAC will look to those ideas each year to see if any are able to be incorporated into the plan at that time.

STRATEGIC DIRECTION #1: ARTS EDUCATION

BRING ARTISTS AND MONTANANS OF ALL AGES,
BACKGROUNDS AND ABILITIES
TOGETHER TO ADVANCE LEARNING IN AND THROUGH
THE ARTS, PRE-K AND BEYOND.

ARTS ED OBJECTIVE 1:

PROMOTE THE VALUE OF ARTS IN EDUCATION AND THE
QUALITY OF ARTS EDUCATION PROGRAMS IN MONTANA

Short-Term Tactics	Mid-Term Tactics FY 2003 & 2004	Long-Term Tactics FY 2005 & 2006
FY 2001 & 2002		

STRATEGY A: Help keep arts teachers in public schools.

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| 1. Meet with and invite government, business, education leaders and the public to annual regional meetings to promote the value of arts education. | 2. Promote web-based compilation of literature on the values of arts in education. |
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STRATEGY B: Increase public awareness of the value of arts education.

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| 1. Increase information distribution on the value of arts education. | 3. Promote increased attention to the arts, as compared to athletics, through a concerted public awareness program |
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geared to PTAs and school leadership.

2. Facilitate at least one feature article about arts education in major statewide media each year.
4. Promote family participation and the arts as a family value.

STRATEGY C: Increase public awareness of quality and availability of learning experiences provided by state's arts groups and artists.

1. Assist artists and arts organizations to develop and promote their educational activities.

STRATEGY D: Publicize MAC's Arts Education Program.

1. Develop and implement a public information promotion for MAC's arts ed programs.
2. Present speakers at one state teachers' or principals' convention each year.
3. Meet with business and community leaders in six regions of the state.

ARTS ED OBJECTIVE 2:

IMPROVE THE ARTS SKILLS OF TEACHERS AND THE TEACHING SKILLS OF ARTISTS.

Short-Term
Tactics
FY 2001 &
2002

Mid-Term Tactics
FY 2003 & 2004

Long-Term Tactics
FY 2005 & 2006

STRATEGY A: Site evaluations

1. Conduct five
residency
evaluation site
visits each
year.

STRATEGY B: Training institute

1. Present a
training
institute with
Very Special
Arts Montana in
2001 and 2005
to prepare
artists to teach
people with
disabilities and
disability
specialists to
use the arts.

STRATEGY C: Promote and improve arts teaching in underserved communities.

1. Recruit rural
teachers and principals
to participate in MAC
arts ed residency
program and its
evaluation and revision
in 2003 - 2004.

STRATEGY D: Workshops

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| <p>1. Increase the number of fully trained artists who can work with youth-at-risk to at least one in each discipline.</p> | <p>4. Present six regional workshops with teachers and artists to train teachers in the use of the arts as a tool for teaching other subjects.</p> |
| <p>2. Encourage Montana arts and folk arts website use as art, history and literature teaching resources.</p> | <p>5. Present professional development workshops with artists and specialists in youth-at-risk programs.</p> |
| <p>3. Design an artist-mentor program for teacher training.</p> | <p>6. Include juvenile justice, prevention staff and Dept. of Corrections in the planning of training and residencies for youth-at-risk.</p> |

ARTS ED OBJECTIVE 3:

ENSURE THAT THE ARTS ARE BASIC TO THE EDUCATION OF MONTANA CHILDREN AND YOUNG ADULTS IN GRADES PRE-K THROUGH 12 AND BEYOND.

<p>Short-Term Tactics FY 2001 & 2002</p>	<p>Mid-Term Tactics FY 2003 & 2004</p>	<p>Long-Term Tactics FY 2005 & 2006</p>
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STRATEGY A: Develop new capacity for ongoing arts in education in underserved communities in central and eastern Montana.

1. Begin to

build at least
one artist
residency in
each county
that has not yet
participated in
residency
program.

2. Increase the
media exposure
on local arts
education
issues/activities
in rural areas.

3. Send MAC
program and
advocacy
materials to all
rural schools
and
arts/community
organizations.

**STRATEGY B: Assist in the development and promotion of
statewide**

K-12 content and performance standards in the arts.

1. Serve on the task force
drafting new arts standards
for adoption in 2001.

2. Facilitate seminars
featuring arts
at annual

3. Help promote the new arts standards to
all schools and resource centers
statewide.

conferences of
superintendents
and school
boards.

**STRATEGY C: Assist educators in creating and modifying
curriculum
and achieving performance standards in the arts.**

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| <p>1. At all state teacher conferences, present workshops on residency programs offerings and how to plan effectively for them.</p> | <p>2. Present an institute in 2003 that partners artists with teachers to assist them in creating lesson plans and teacher guides.</p> | <p>3. Assist K-8 teachers to meet arts standards by providing web-based service and information.</p> |
| | | <p>4. Use artist/teacher mentoring to implement K-8 theatre and dance curriculum in 3 new communities.</p> |

**STRATEGY D: Expand access to arts education in
unserved and underserved communities.**

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| <p>1. Build new partnerships with underserved arts and community groups.</p> | <p>2. Facilitate and assist Tribal Colleges in needs assessments to create and maintain</p> | <p>3. Recruit at least one artist from each reservation for MAC's Artist Registry by 2003.</p> |
| | | <p>4. Implement one residency program in each of the Native American</p> |

traditional arts programs.

reservations.

5. Create at least one ongoing program in a juvenile detention center.

STRATEGY E: Advance the inclusion of Montana "folklife" across the curriculum.

1. Support the teaching of traditional arts and cultures in all schools.

2. Encourage recognition of local folk artists and leaders and partnerships with K-12 education.

3. At the local level, encourage the creation of tools that infuse folk art into Montana history and social studies units.

4. Support an average of five residencies per year involving Native American artists on and off reservations.

STRATEGY F: Establish "virtual partnerships."

1. Organize three teacher institutes for technology in the arts.

NOTE: This plan is a working, evolving blueprint. Annually, progress will be charted, strategies and tactics reviewed and adjusted.

STRATEGIC DIRECTION #2: ECONOMIC DEVELOPMENT

IMPLEMENT A FOCUSED STATEWIDE EFFORT TO ACHIEVE ARTS-DRIVEN ECONOMIC DEVELOPMENT IN THE STATE OF MONTANA TO BENEFIT ARTISTS, ARTS ORGANIZATIONS, PRIVATE BUSINESS AND COMMUNITIES.

ECON DEV OBJECTIVE 1:

ENGAGE IN THE CREATION OF BUSINESS AND COMMUNITY ECONOMIC DEVELOPMENT PARTNERSHIPS AND PROGRAMS THAT PRODUCE VALUE, PRIDE AND SUPPORT FOR MONTANA'S ARTISTS AND ARTS ORGANIZATIONS AND BENEFIT TO LOCAL MONTANA BUSINESS.

Short-Term Tactics FY 2001 & 2002	Mid-Term Tactics FY 2003 & 2004	Long-Term Tactics FY 2005 & 2006
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STRATEGY A: Initiate partnerships

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| 1. Develop at least one new private- or public-sector partnership each year that profits Montana artists and/or arts organizations and local business. | 3. Build long-term relationships with the State Dept. of Commerce, Rural Economic Development Partnership, Montana Association of Counties, Montana League of Cities and Towns and Tribal Economic Development Offices, among others. |
| 2. Link with "Made in | 4. Develop methods to inform the key |

Montana" and other statewide marketing efforts. Promote "authentic American Indian-made" labeling and a "Made in Montana" seal.

economic planners for the state that the arts are a facilitator to leverage change in communities. Make the arts a regular part of major economic discussions, locally and statewide.

STRATEGY B: Conduct economic impact studies

1. Sponsor study on individual artists from traditional to contemporary in all disciplines.
2. Sponsor study of arts-related private-sector businesses.

STRATEGY C: Increase economic development-related grant programs.

1. Maintain core agency grant program funding. Expand grants and services that assist in meeting economic development and arts education goals.
2. Establish biennial \$200,000 Rural Arts Initiative through state funding.

ECON DEV OBJECTIVE 2:

CREATE A FULL-SCALE, MAJOR STATEWIDE AND NATIONAL PROMOTIONAL CAMPAIGN TO ACTIVELY CHAMPION MONTANA ARTS AND ARTISTS AND THE OUTSTANDING QUALITY OF THEIR WORK.

Short-Term Tactics FY 2001 & 2002	Mid-Term Tactics FY 2003 & 2004	Long-Term Tactics FY 2005 & 2006
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STATEWIDE STRATEGY A: Create exhibit booth

1. Create an exhibit booth for use at 3 to 5 arts and non-arts trade and service shows per year.

STATEWIDE STRATEGY B: Build public awareness with business and financial leaders

1. In three to five Montana communities annually, facilitate a dialogue with financial and community leaders to inform them of the economic impact of the arts and cultural tourism statewide.

STATEWIDE STRATEGY C: Create tribal liaisons

1. On each reservation, maintain a MAC tribal liaison.
2. Establish a MAC information display on each reservation.
3. Investigate partnerships with the American Indian College Fund and American Indian Higher Education Council, among others.

STATEWIDE STRATEGY D: Expand speakers program

1. Expand the Montana Arts Council "State of the Arts" speakers' program. Target 100 bookings of each program over 2001-2002.
2. Conduct five keynote addresses per year at non-arts conferences.

STATEWIDE STRATEGY E: Facilitate increased media exposure for the arts.

1. Pitch and prepare Montana arts stories to be used in non-arts publications with a goal of five new publications per
3. Meet with media leaders to encourage more media time devoted to the arts in Montana, with the goal of making arts a standard feature in daily news.

year adopting
stories
featuring
Montana arts
and artists.

2. Continue
developing and
broadcasting TV
and radio 30-
second
promotional
spot
campaigns.

NATIONAL STRATEGY A: Implement a promotional plan.

1. Develop and
implement a plan that
ties to specific
economic development
initiatives to promote
Montana artists and
Montana as an arts
destination.

NATIONAL STRATEGY B: Pitch stories to news media

1. Develop and pitch
Montana arts story
ideas to national
media and
publications.

NATIONAL STRATEGY C: Advertise Montana artists

1. Advertise Montana's
artists/events/arts scene
nationally in targeted
publications and on the
web.

NATIONAL STRATEGY D: Participate in trade shows

- 1. Target specific national trade shows and determine appropriate partners to promote Montana arts.

ECON DEV OBJECTIVE 3:

INCREASE MONTANA'S STATEWIDE EMPHASIS ON CULTURAL TOURISM, FOCUSING ON MONTANA ARTISTS AND ARTS ORGANIZATIONS.

Short-Term Tactics FY 2001 & 2002	Mid-Term Tactics FY 2003 & 2004	Long-Term Tactics FY 2005 & 2006
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STRATEGY A: Initiate cultural tourism partnerships

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| <ul style="list-style-type: none"> 1. Continue developing a formal, mutual partnership with Travel Montana resulting in substantial Travel Montana support of cultural tourism and its inclusion of the arts as an equal partner. 2. Ensure arts representation | <ul style="list-style-type: none"> 4. Ensure arts representation on board of each of Montana's tourism "countries." | <ul style="list-style-type: none"> 5. Work with the arts community and artists of Montana, local and state business and government agencies, to help them develop and/or package major cultural tourism projects/trails/festivals (realizing that primary cultural tourism work rests with Travel Mon 6. Incorporate into the above tactics the |
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on the Tourism
Advisory
Council.

methods to assist
Montana's traditional
and Native American
artists and arts
activities.

3. Ensure arts
representation
on the Lewis
and Clark
Bicentennial
Commission.

7. Work with Tribal
Tourism Alliance to
achieve the plan's
goals.

STRATEGY B: Strengthen Montana artists' involvement in cultural tourism.

1. Provide technical
assistance to Montana
Indian reservations to
establish cultural
centers.

2. Ensure that arts
organizations and
artists are working
actively in local
tourism efforts.

ECON DEV OBJECTIVE 4:

CREATE STATEWIDE AND NATIONAL MARKET VISIBILITY AND
BUSINESS OPPORTUNITIES FOR MONTANA ARTISTS AND ARTS
ORGANIZATIONS.

Short-Term
Tactics
FY 2001 &
2002

Mid-Term Tactics
FY 2003 & 2004

Long-Term Tactics
FY 2005 & 2006

STRATEGY A: Create internet and web marketing initiatives to promote all Montana arts.

1. Market MAC as the definitive resource to locate all artists and arts organizations in the state.
2. Publish a searchable web database registry of all Montana artists and arts organizations.
3. Investigate utilizing MAC's resource databank of artists and arts organizations to develop an e-commerce niche. Engage and support existing private-sector enterprises in this area.

STRATEGY B: Promote philanthropic funding for Montana arts organizations.

1. Conduct a systematic campaign that encourages Montana businesses to make ongoing philanthropic contributions to Montana tax-exempt arts organizations.

STRATEGY C: Increase visibility for Montana artists.

1. Explore attracting a
2. Encourage a national retailer to

major national arts-related event to Montana or investigate co-sponsoring a major, highly visible annual arts event that does not compete with any current Montana event.

help promote the arts and artists of Montana.

3. Develop an initiative to promote the sales of Montana Indian and traditional arts and crafts.

ECON DEV OBJECTIVE 5:

INCREASE AND FOCUS THE NATURE OF TECHNICAL ASSISTANCE TOWARD ARTISTIC DEVELOPMENT, AUDIENCE BUILDING, MARKETING, BUSINESS SKILLS AND FISCAL DEVELOPMENT FOR MONTANA ARTISTS AND ARTS ORGANIZATIONS.

STRATEGY A: Professional development support.

1. Create and implement an effective resource program to strengthen Boards of Directors for non-profit arts

3. Conduct statewide Cultural Congress for artists' and arts organizations' skill development at least every five years.

7. Host professional networking and community-building opportunities for artists.

organizations.

2. Increase four-fold the Montana Arts Council's technical assistance program budget. (based on demand.)

4. Use the MAC website as a technical assistance tool for the "business of the arts."

5. Assist in publishing a listing of arts venues and specs on the web.

6. Provide on-line interaction capabilities for Arts Pros.

STRATEGY B: Resource and audience development support.

1. Provide professional development/resources for audience development.

STRATEGY C: Identify potential funding sources for the arts in Montana.

1. Establish a resource directory of community development funding assistance and other funding resources.

2. Partner with the Small Business Administration to explore creating a revolving loan fund for entrepreneurial arts endeavors.

NOTE: This plan is a working, evolving blueprint. Annually, progress will be charted, strategies and tactics reviewed and adjusted.

**STRATEGIC DIRECTION #3: INCREASED AGENCY
RESOURCES**

**CREATE FOCUSED RESOURCES AND METHODS TO
STRENGTHEN ARTS EDUCATION AND ARTS-DRIVEN
ECONOMIC DEVELOPMENT STATEWIDE.**

RESOURCES OBJECTIVE A:

INCREASED TECHNOLOGY.

Short-Term Tactics FY 2001 & 2002	Mid-Term Tactics FY 2003 & 2004	Long-Term Tactics FY 2005 & 2006
<p>1. Acquire appropriate technology and ensure adequate database capabilities.</p> <p>2. Develop a revenue plan of state, federal and other funding to further support and expand initiatives within the Strategic Plan (ongoing).</p>		

RESOURCES OBJECTIVE B:

INCREASED REVENUES.

1. Agressively pursue state funding and continually analyze other potential revenue sources.

3. Develop website registry as a resource for selling artists' work. (With all proceeds returning to the project, commissions on those sales, membership fees or work exchange could help finance this site.) However, MAC will not compete with the private sector in the scope of this project.

2. Double grant funding for artists and arts organizations.

RESOURCES OBJECTIVE C:

ENGAGE MONTANANS IN MEETING STRATEGIC PLAN GOALS.

1. Determine staffing and private sector contractors to achieve the Strategic Plan's goals (with a heavy emphasis on contractors).

2. Contract with Montana marketing and/or advertising professionals to direct the major promotion efforts within this plan.

3. On the local level, engage Montanans to monitor progress on the plan's goals and to recommend revisions and adjustments.

RESOURCES OBJECTIVE D:

STRENGTHEN MAC'S GRANT AND SERVICE INITIATIVES

1. Adapt current and develop new grant and service initiatives for Montana artists and arts organizations that achieve the goals in this plan.

NOTE: This plan is a working, evolving blueprint. Annually, progress will be charted, strategies and tactics reviewed and adjusted.

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