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.

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

<table>
<thead>
<tr>
<th>Short-Term Tactics</th>
<th>Mid-Term Tactics</th>
<th>Long-Term Tactics</th>
</tr>
</thead>
</table>

**STRATEGY A: Help keep arts teachers in public schools.**

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.

**STRATEGY B: Increase public awareness of the value of arts education.**

1. Increase information distribution on the value of arts education.

2. Promote increased attention to the arts, as compared to athletics, through a concerted public awareness program.
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.**
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.


STRATEGY D: Workshops
1. Increase the number of fully trained artists who can work with youth-at-risk to at least one in each discipline.

2. Encourage Montana arts and folk arts website use as art, history and literature teaching resources.

3. Design an artist-mentor program for teacher training.

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.

5. Present professional development workshops with artists and specialists in youth-at-risk programs.

6. Include juvenile justice, prevention staff and Dept. of Corrections in the planning of training and residencies for youth-at-risk.

**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.

|----------------------------------|---------------------------------|---------------------------------|

**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

2. Facilitate
seminars
featuring arts
at annual
conferences of superintendents and school boards.

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

1. At all state teacher conferences, present workshops on residency programs offerings and how to plan effectively for them.

2. Present an institute in 2003 that partners artists with teachers to assist them in creating lesson plans and teacher guides.

3. Assist K-8 teachers to meet arts standards by providing web-based service and information.

4. Use artist/teacher mentoring to implement K-8 theatre and dance curriculum in 3 new communities.

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

1. Build new partnerships with underserved arts and community groups.

2. Facilitate and assist Tribal Colleges in needs assessments to create and maintain

3. Recruit at least one artist from each reservation for MAC's Artist Registry by 2003.

4. Implement one residency program in each of the Native American
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.

<table>
<thead>
<tr>
<th>Short-Term Tactics</th>
<th>Mid-Term Tactics</th>
<th>Long-Term Tactics</th>
</tr>
</thead>
</table>

STRATEGY A: Initiate partnerships

1. Develop at least one new private- or public-sector partnership each year that profits Montana artists and/or arts organizations and local business.
2. Link with "Made in Montana" and "All Good Goods" campaigns.
4. Develop methods to inform the key stakeholders about the importance of economic development and arts.
Montana" and other statewide marketing efforts. Promote "authentic American Indian-made" labeling and a "Made in Montana" seal.

**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

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 year.

2. 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.

<table>
<thead>
<tr>
<th>Short-Term Tactics</th>
<th>Mid-Term Tactics</th>
<th>Long-Term Tactics</th>
</tr>
</thead>
</table>

STRATEGY A: Initiate cultural tourism partnerships

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
3. Ensure arts representation on board of each of Montana's tourism "countries."
4. Ensure arts representation on board of each of Montana's tourism "countries."
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
on the Tourism Advisory Council.


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.


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

http://www.art.state.mt.us/about/about_strategicplan.asp
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
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.

<table>
<thead>
<tr>
<th>Short-Term Tactics</th>
<th>Mid-Term Tactics</th>
<th>Long-Term Tactics</th>
</tr>
</thead>
</table>

1. Acquire appropriate technology and ensure adequate database capabilities.

2. Develop a revenue plan of state, federal and other funding to further support and expand initiatives within the Strategic Plan (ongoing).
RESOURCES OBJECTIVE B:
INCREASED REVENUES.

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

2. Double grant funding for artists and arts organizations.

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.

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.**

[return to top](#)