Today’s Journey...

• 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

<table>
<thead>
<tr>
<th>Our Three “Pillar” Goals</th>
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<tr>
<td>World Class Arts</td>
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<td>Powerful Education</td>
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<td>National Destination</td>
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<th>Supporting Goals</th>
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<tr>
<td>Brand</td>
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<td>Digital Presence</td>
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<td>Financial Strategy</td>
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<td>Governance</td>
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JFK Ideals

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:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
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</table>
| Aug-Nov 2015| **Phase 1: Division Plan**  
• Institution-aligned Vision, Mission, Values, Objectives, Action Steps, Metrics, and Timeline |
| Nov 15-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.

Phase 1: Education Division Plan: Objectives & Indicators

- **People**
  - Increasing audience diversity and reach, live & digitally.

- **Systems & Structures**
  - Improving program impact qualitatively & quantitatively.

- **Partnerships & Networks**
  - Increasing arts investments and arts-supportive actions at the local level.

- **Key Metrics**
  - Expanding geographic reach through interactive arts programming maps.

- **Art Forms**
  - Deepening experimentation and innovation.
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

<table>
<thead>
<tr>
<th>Teen Advisory Council</th>
<th>Interactive Mapping Tool</th>
<th>Digital Communications &amp; Branding</th>
<th>Artistic Planning &amp; JFK Legacy</th>
<th>Citizen Artist Fellows</th>
<th>Early Childhood</th>
<th>National Arts Summer Camp</th>
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<tbody>
<tr>
<td>School Models Strategy</td>
<td>Teaching Artist Strategy</td>
<td>Higher Education Strategy</td>
<td>Alumni Strategy</td>
<td>Diversity Strategy</td>
<td>Education Honors</td>
<td>Interactive Classroom Learning Lab</td>
</tr>
</tbody>
</table>
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?

Mario Rossero

Senior Vice President, Education
The John F. Kennedy Center for the Performing Arts

mrrossero@kennedy-center.org
www.kennedy-center.org/education

202-416-8807 (office)