

Louisiana Department of Culture, Recreation and Tourism
Office of Cultural Development
Division of the Arts - Strategic Plan
2012-2015*

(*Note: This plan has been extended an extra year from originally 2014 to now 2015 with refreshed LDOA action steps to reflect this extension.)

LOUISIANA: A PASSION FOR THE ARTS

The arts are the way we as people define who and where we are. Our need for self-expression, as individuals and as communities, is facilitated by artists and tradition-bearers, and by the educators and organizations that work every day to expand our understanding of the many ways in which the arts connect us all. Every citizen of Louisiana has a right to participate in the arts.

Every part of the state of Louisiana is home to a wide variety of distinctive artists, skilled arts educators, and outstanding cultural organizations. All share a deep commitment to this marvelous and complex place we call home. Louisiana truly has a passion for the arts.

Over the course of much of 2011, representatives of the Division of the Arts and the Louisiana State Arts Council investigated the many ways the Division might focus its endeavors; the results of that investigation are documented in this Strategic Plan.

The Division will work to support and deepen the state’s passion for the arts, by increasing both recognition of Louisiana’s rich cultural heritage and participation in arts and culture. The intent of this plan is to encourage and support healthy arts-focused communities. Some of the ways in which this will happen is by supporting artists who are working and living in Louisiana so that they can continue to contribute to communities throughout the state, by providing funding and connectivity that will enable arts organizations to thrive, and by fostering cultural districts that encourage community creativity.

*“Louisiana is one of, if not **the** most, culturally rich states in the US, so we should invest in that which separates us from the rest of the states.”*

-Leadership interviewee

This work will be accomplished in partnership with other agencies in the Department of Culture, Recreation and Tourism and throughout state government. The Division has a long history of partnerships with non-governmental entities, such as the Louisiana Partnership for the Arts. By leveraging these and its regional and national relationships, the Division of the Arts will use its modest resources to make great things happen.

Recognizing that individual artists, arts educators, organizations, audiences, and communities are connected in a cultural eco-system, the Division of the Arts will endeavor to strengthen all aspects of the state’s arts ecology. This agency will feed the passion.

The work of the next several years will be focused in three primary areas, or strategic directions:

Strategic Direction One:
Increasing Visibility for the Arts and Culture Field

Strategic Direction Two:
**Supporting the Arts and Education in the Arts
by Providing Funding**

Strategic Direction Three:
Adding Value to the Arts and Culture Field

"The idea is to make the arts part of the everyday conversation. Remove it from a pedestal. Make it commonplace. That way people can identify with it. Everyday. Everywhere. Everything."

-Focus group participant

The first Strategic Direction, "Increasing Visibility for the Arts and Culture Field," seeks to accomplish a change in the conditions for artists and the arts and culture field in the State of Louisiana. In order to increase the public's sense of the value of the arts, the Division of the Arts will work to increase the visibility of the field through a variety of efforts: a coordinated traditional and social media campaign for the public (under the auspices of the Office of Cultural Development), a data collection and information campaign to document the impact of the arts in the state, increased State-level recognition for artists and organizations, and improved access to arts and culture information for the state's cultural community.

The second Strategic Direction, "Supporting the Arts and Education in the Arts by Providing Funding," speaks to what is traditionally regarded as the Division of the Arts' primary function: providing funding for the full breadth of arts activities – classical, contemporary, and traditional – and implementing mandated programs such as the National Endowment for the Arts' Poetry Out Loud events. Contingent on available funding, the Division of the Arts seeks to resume direct support for individual artists in all disciplines and to broaden support for arts in education, in addition to providing state arts grants and decentralized arts funding. In addition, grant-making processes will be simplified and clarified. Increased activity will be visible in mandated statewide programs like Percent for Art and Cultural Districts, and greater web access to the state's folklife resources.

The third Strategic Direction, "Adding Value to the Arts and Culture Field," addresses the need for greater connectivity among arts and cultural practitioners in the state, and between the arts and culture eco-system and the state agency given the task of supporting it. There will be increased communication, opportunities for both face-to-face and virtual meetings within existing arts and cultural networks, and greater opportunities for professional and organizational development.

"For an economy to have innovation, and for innovation to drive growth, you need creativity. Creativity is driven by a creative community."

-Leadership interviewee

Overall, implementation of this Strategic Plan will strengthen the environment for artistic and cultural endeavors in the State of Louisiana. Louisiana's unique and authentic arts and culture are among the state's greatest resources, and are celebrated throughout the world. The state's passion for the arts runs deep.

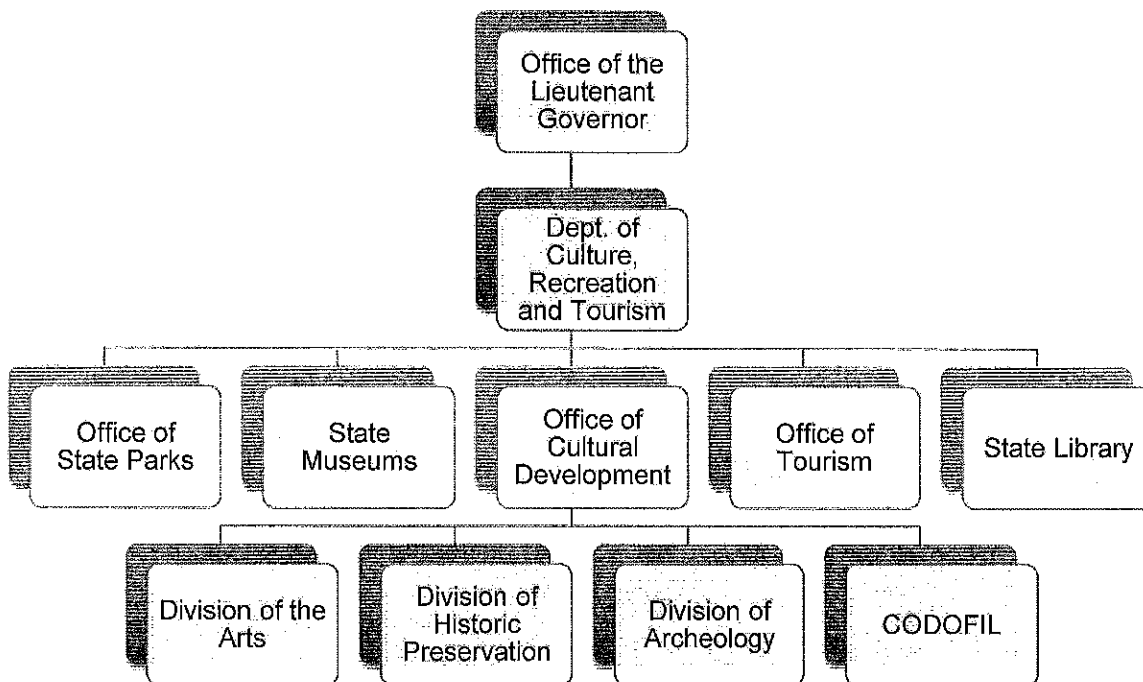
OVERVIEW: LOUISIANA DIVISION OF THE ARTS

The Louisiana Division of the Arts is the agency within the Louisiana state government that will accomplish the strategic directions in this plan. The Division of the Arts' mission statement highlights its role and responsibilities:

The arts are an essential and unique part of life in Louisiana to which each citizen has a right. The Louisiana Division of the Arts in cooperation with the Louisiana State Arts Council is the catalyst for participation, education, development and promotion of excellence in the arts. It is the responsibility of the Division to support established arts institutions, nurture both emerging arts organizations and our overall cultural economy, assist individual artists, encourage the expansion of audiences and stimulate public participation in the arts in Louisiana.

The Division of the Arts is a program of the Office of Cultural Development, an agency within the Department of Culture Recreation and Tourism, charged with the maintenance of our state's valuable artistic assets. The other divisions within the Office of Cultural Development are the Division of Historic Preservation, Division of Archaeology, and CODOFIL - the Council for the Development of French in Louisiana. The Office of Cultural Development is an agency of the Department of Culture, Recreation and Tourism, under the leadership of the Office of the Lieutenant Governor, who is responsible for Cultural Development, Tourism, State Parks, State Museums, and the State Library.

This hierarchy is more comprehensible in visual form:



The Division of the Arts was established by the state legislature in 1977. The Louisiana State Arts Council serves as the advisory body that assists in carrying out certain functions within the Division of the Arts as outlined in R.S. 25:892.

The Division of the Arts serves the citizens of Louisiana by acting as a grant maker that provides funds to support the advancement of the art field while providing the public with access to Louisiana's art and culture. The Division of the Arts has provided service and support to the art and culture field in the areas of Arts-In-Education, State and Regional Partnerships (including the Decentralized Arts Funding Program), Folklife, Individual Artists' Services, and Organizational Support Services.

"The LDOA's role should be to make the arts be the number one industry in the state and make Louisiana have a national reputation as a cultural destination."

-Focus group participant

"Unless we receive grants, we will die. We will go away.

Ultimately, LDOA grants keep us alive. The state has to say what you are doing is important enough to give us funding."

- Focus group participant

In addition to funding, the Division of the Arts serves our state by acting as an information clearinghouse for arts and cultural activities, coordinating statewide convenings, defining economic development and measuring the economic impact of arts and cultural activities, as well as managing the state arts collection which consists of over 104 pieces of artwork.

The Division of the Arts manages legislatively mandated programs including Percent for Art Legislation Act 1280 that has a purpose of providing the citizens of Louisiana with an improved public environment by investing our public buildings with works of high quality; and Cultural Districts Legislation Act 298 that provides tax incentives for investing in Cultural Districts.

The Division of the Arts also supports Arts Education Legislation Act 175 by piloting the ICI Initiative (Imagination, Creativity, and Innovation) that provides support and assistance with the arts and creative learning for teachers, administrators, principals, and teaching artists as they develop strategies for the education of our children.

The Division of the Arts has accomplished a great deal in the last fiscal year:

CONFERENCES AND CONVENINGS

- In affiliation with Lincoln Center Institute for the Arts in Education, the Division of the Arts hosted an Imagination Conversation in 2011 with Lt. Governor Jay Dardenne; Chris Meyer, policy advisor for the Louisiana State Department of Education; Julio Melara, business leader and publisher of 225 magazine; State Senator Sharon Weston Broome; Derek Gordon, CEO, Arts Council of Greater Baton Rouge; moderator Sarah Cunningham, director of education for the National Endowment for the Arts; and keynote speaker Louisiana Artist Laureate George Rodrigue. Panelists discussed ways of introducing imagination into classrooms to develop students' capacities to think imaginatively and creatively, which improves their performance in all subject areas.
- The 2011 Performing Arts Exchange, an international program of South Arts, was hosted in Baton Rouge for the first time in its history by the Louisiana Division of the Arts, Office of Cultural Development, Louisiana State Arts Council, a Local Host Committee, and the Baton Rouge Convention and Visitors Bureau. For the first time in its history, 3 states partnered to showcase local performing artists from

Louisiana, Mississippi, and Alabama. 12 touring artists from Louisiana were highlighted for these showcase events.

ECONOMIC DEVELOPMENT

- The Cultural Districts Program created \$6 million dollars in tax exempt art sales and realized a 35% increase in the creation of arts businesses in Cultural Districts statewide.
- The Percent for Art Program purchased 42 pieces of original artwork totaling almost \$215,000 from 27 Louisiana artists, for two residence halls on the campus of Louisiana State University in Baton Rouge: Laville Honors College and Emily Blake Hall.

GRANTMAKING

- IN FY2011 461 grants were awarded to organizations and institutions throughout the state, and 41 grants were awarded to individual artists for professional development activities.

TRAINING AND PROFESSIONAL DEVELOPMENT

- The Open Doors Program trained 12 immigrant and refugee organizations and three Community Development Directors through a four-part professional development series.
- The Artists Services Program partnered with Creative Capital, an organization in New York City founded by Ruby Lerner, to provide professional development and entrepreneurial training for 24 Louisiana artists.
- In partnership with LSU's Communication across Curriculum department, the Artists Services Program created a professional development opportunity for up to 20 artists to document and digitize their work. There are plans to develop and expand this program in FY13.
- The ICI Program provided training for 15 teachers, 10 teaching artists, 8 residencies, and implemented administrators' and full faculty professional development at 8 elementary schools statewide. This further expanded on our efforts in 2009 when we partnered with Acadiana Center for the Arts to bring in the Kennedy Center to train 60 teaching artists in arts integration methods and practice.

"Artist grants for career advancement give me as an artist the opportunity to grow."

-Focus group participant

NATIONAL AND REGIONAL PROGRAMS

- 1300 Louisiana high school students across the state participated in Poetry Out Loud, a nation-wide program of the National Endowment for the Arts and the National Poetry Foundation, facilitated in Louisiana by the Division of the Arts in partnership with Regional Development Agencies and Schools statewide.
- The Organization Services Program presented ArtsReady, the South Arts emergency preparedness web-based portal program funded by the Hurricane Relief and Recovery Fund at the Baton Rouge Area Foundation, in partnership with the Louisiana Division of the Arts and the Louisiana Partnership for the Arts. This funding subsidizes on-going participation in this program for Louisiana arts organizations.

RESEARCH, PUBLICATIONS AND NETWORKING

- The Folklife Program is creating a virtual online publication to present research about the Northeast Louisiana Delta.
- Through a \$21,250 grant from the National Park Service, the Folklife Program, in partnership with Jean Lafitte State Park and Louisiana Folk Roots, will to enhance the Folklife website, and archive folklife materials.
- LDOA Staff contributed a chapter on the “Louisiana Voices Educators Guide” to the national publication, “Through the Schoolhouse Door”; presented the mini-keynote at the National Assembly of Gifted and Talented Conference; and served on local and national boards and panels for South Arts, National Assembly of State Arts Agencies, National Arts and Humanities Commission, Oklahoma Arts Commission Panel, Local Learning, National Folklife Commission, Cultural Heritage Technical Advisory Commission for the LA Coastal Protection Master Plan, the Folklife Commission and the Louisiana Bicentennial Commission.

INFORMATION TECHNOLOGY

- The Division of the Arts implemented the Culture Grants Online grants system, a product of the Western States Arts Federation, streamlining and improving accessibility for the grants application and review process for arts constituents.
- Technical improvements were made to the Division of the Arts webpage, to make it easier to read, to search, and now includes more resources for constituents.

THE STRATEGIC PLANNING PROCESS

This Strategic Plan was developed through extensive input from citizens all over the state. The Division of the Arts and the Office of Cultural Development staff worked with an independent consultant and the State Arts Council Strategic Planning Committee, and received research assistance from the National Assembly of State Arts Agencies. During the planning process, the Division of the Arts:

1) Developed and Conducted a Statewide Survey of Arts and Culture Stakeholders Approximately 650 individuals took part in this statewide survey. About 60% of the respondents were age 45 and over; 35% identified themselves as individual artists; 76% identified themselves as working in the arts either as a teaching artist, cultural researcher, or administrator. 23% consider themselves a patron of the arts, and 20% volunteer in the arts.

2) Convened Statewide Focus Groups

Approximately 40 constituents took part in focus groups facilitated by the consultant. Focus groups were held in Ruston, Arnaudville, Leesville, New Orleans and Baton Rouge, addressing the needs of constituents in rural, urban and major metropolitan areas.

3) Conducted in-depth Interviews with Arts & Business Leaders and Major Stakeholders across Louisiana

Community and business leaders were asked, by the consultant, to respond to the Strategic Directions that were developed as part of the planning process.

4) Convened conversations with the nine Regional Development Agencies and engaged in extensive planning conversations with LDOA staff & Office of Cultural Development leadership

Additionally, focus group findings were shared with the public via the website, and that information was incorporated into the development of the strategic plan.

5) Presented the Louisiana State Arts Council with a Draft of the Strategic Directions

Council members were presented with the strategic directions and shared their feedback through the LSAC Strategic Planning Committee.

6) Drafted and revised this Strategic Plan document

Detailed implementation steps and annual benchmarks (available in a separate document) were developed by members of the Division of the Arts staff and the Louisiana State Arts Council, working with the planning consultant. The creation of a Strategic or Long-Range Plan is mandated by the National Endowment for the Arts from all state arts agencies that participate in its State and Local Partnership grant program. One of the primary roles of the State Arts Council is to advise the Division of the Arts by recommending a plan of work for the public benefit. The finished document is formally adopted by the Louisiana State Arts Council and approved by the Office of Cultural Development, and the Department. When the plan has been accepted and adopted, the Division of the Arts staff is responsible for the implementation of the plan.

While there were many variations of opinion throughout the planning process, several major themes emerged. The constituents of the Division of the Arts want and need:

- An environment in which the arts and culture are valued, supported, and visible.
- Arts education and arts-in-education considered broadly: K-12, colleges and universities, and life-long learning.
- The LDOA to increase communication within the field and build awareness of the field to the public.
- LDOA staff to serve as knowledge resource, both for cultural practitioners and as a “clearinghouse” for information about the arts.
- Reliable funding from the state, through a balance of earned, contributed and allocated (from public sources) funds. While the state should not compete for funding with its grantees, there is support for seeking funding not available to grantees.
- Streamlined funding processes that have a balance of responsibility and efficiency.

THE PLANS

The following pages contain a more detailed summary of the Division of the Arts’ plans for 2012 through 2014. Each Strategic Direction is populated by a set of outcomes, which are the conditions we seek to create or initiatives we will accomplish. Each outcome has one or more objectives, which are supported by annual benchmarks (steps along the way to achieving those objectives).

Benchmarks and measurement indicators are detailed in a separate document, in this format:

Strategic Direction One: Increasing visibility for the arts and culture field				
Outcome A: As part of a coordinated campaign under the auspices of the Office of Cultural Development, a media initiative highlights Louisiana’s wealth of arts and culture				
<i>Objective</i>	<i>Benchmark 2012</i>	<i>Benchmark 2013</i>	<i>Benchmark 2014</i>	<i>Measurements & Indicators</i>
Create a branding and marketing campaign for Louisiana arts and culture	Initial campaign research begins; tools in place	Branding and marketing campaign for Louisiana arts and culture	Branding campaign continues; deeper connections to RDAs, tourism, LPB, others are made	Increased awareness of the breadth of arts and culture in Louisiana. Indicators: page views and click-through links on web sites, indications from grantees of increased participation

The benchmarks, along with evaluation plans for each Strategic Direction, will be used by the Division of the Arts in its annual implementation plans.

Strategic Direction One: Increasing Visibility for the Arts and Culture Field

Context: Visibility for the arts and culture in Louisiana is a key leverage point in realizing the larger aims of this plan to support and deepen the state’s passion for the arts. While Louisiana’s culture and heritage are major assets for the state, they are insufficiently recognized and under-used to benefits the state’s citizens (artists and non-artists alike) and its economy. This strategic direction is designed to build broader public recognition and to help make the case for the value of the arts, using the substantial quantity of information aggregated by the Division of the Arts to demonstrate the return on the state’s investment. Facts and data strongly support the widely-held contention that the arts have a positive influence on all facets of Louisiana life, from workforce development to community vibrancy.

In the past, the Division of the Arts was charged with producing the Governor’s Arts Awards; this event was last held in 2009. Resuming a statewide arts award event is key to building visibility for the whole field, by recognizing achievement. Additionally, exhibits that tour to libraries and cultural centers throughout the state will offer more hands-on opportunities to build awareness of the value of the arts. Access, in the 21st century, most often comes via the internet, and continuing to improve the Division’s website and its overall web and social media presence is essential to realizing the larger goals of this plan. On a parallel track, ensuring that representatives of the Division are visible throughout the state, as well as regionally and nationally, was a much-repeated request from the focus groups and surveys conducted with the public. The Division’s many partnerships are essential to accomplishing the aims of this Strategic Direction.

“LDOA should walk the walk and talk the talk. LDOA staff needs to get out into the population – travel around the state and come to events as much as possible.”
-Focus group participant

Outcome A: As part of a coordinated campaign under the auspices of the Office of Cultural Development, a media initiative highlights Louisiana’s wealth of arts and culture.

Objective: Create a branding and marketing campaign for Louisiana arts and culture

Outcome B: Public awareness and understanding of the importance of arts and culture to the state increases.

Objective: Increase the attractiveness and availability of information about LDOA activity and impacts

Outcome C: Individuals and organizations in the arts and culture field are publicly recognized.

Objective 1: Resume production of the State Arts Awards

Objective 2: Build a touring exhibit on arts

Objective 3: Re-develop a juried touring artist roster

Objective 4: Design "Louisiana on Tour" to promote engagements for Louisiana artists in other states

Outcome D: Access to information on arts and cultural activities in the state improves.

Objective 1: Increase the utility of the Division of the Arts website

Objective 2: Broaden the Division of the Arts' presence online beyond the website, including social media

Objective 3: Represent Louisiana arts and culture at regional and national levels

Strategic Direction Two: Supporting the Arts and Education in the Arts by Providing Funding

Context: Creating and presenting the arts, and teaching learners of all ages to understand and appreciate the arts, costs money. For more than 30 years, the Division of the Arts has provided matching grants to non-profit arts organizations and individual artists in Louisiana, to ensure that every citizen has access to artistic experiences. This is fundamental to the quality of life in every community in Louisiana. Funding for grants and services comes from annual state legislative appropriations and from the National Endowment for the Arts, which grants 40% of its annual federal appropriation to state arts agencies.

The Division employs a variety of strategies to ensure that this funding is equitably distributed throughout the state, including grants directly from the LDOA, and through the Decentralized Arts Funding (DAF) program. Louisiana was a pioneer in developing the decentralized funding model in the 1990s, which has been adopted by many other state arts agencies. During the course of this plan, DAF will be evaluated and updated to match the changing conditions in which its funding takes place. Currently, Decentralized funds are disbursed from the LDOA to nine Regional Development Agencies and one Local Re-granting Agency. Each Regional Development Agency is responsible for creating and implementing their DAF program to suit the needs of their region, and additional funding is provided to ensure that arts-based community development is a supported and staffed activity statewide.

In addition to direct grants, the Division of the Arts operates a set of programs that enrich the arts environment in the state:

Poetry Out Loud - The National Endowment for the Arts and the Poetry Foundation have partnered with state arts agencies across the United States, including the LDOA, to support Poetry Out Loud, a competitive program that encourages the nation's youth to learn about great poetry through memorization and recitation. This program helps students master public speaking skills, build self-confidence, and learn about their literary heritage.

ICI - The Imagination, Creativity and Innovation Initiative (ICI) is being piloted by LDOA in eight schools throughout Louisiana. Participating schools are given the tools and support needed to integrate the arts into the curriculum.

Folklife - The Louisiana Folklife Program, within the Division of the Arts, is designed to identify, document, conserve, and present the folk cultural resources of Louisiana. Folklife includes living traditions learned informally over time within ethnic, regional, occupational, and family groups.

New Populations - The New Populations Project has been an LDOA Folklife Program initiative since 2005 to provide outreach to our state's immigrant communities. The goal has been to address an underserved sector and draw them into the arts network; this plan calls for an evaluation and re-tooling of this program.

Percent for Art - Established in 1999, the Percent for Art Legislation stipulates that for every state building with a construction budget of \$2 million dollars or more, one percent will be used for the creation of artwork for the building and its grounds. The purpose of the Percent for Art law is to provide the citizens of Louisiana with an improved public environment by investing our public buildings with works of high quality.

Many of the objectives in this Strategic Direction point to evaluation and adjustment of LDOA programs. The agency will strive to clarify its policies around diversity and inclusion for the state's grant recipients, to ensure that people of color, people from low income communities and people with disabilities have clear paths of access to artistic experiences.

Outcome A: Arts organizations, other organizations or agencies that produce arts programs, arts in education, folklife and tradition bearers, individual artists, percent for art, and cultural districts are supported through state arts grants and decentralized arts funding.

- Objective 1: Fund arts activities and organizations through current grant programs
- Objective 2: Increase funding for Arts in Education
- Objective 3: Support career advancement for individual artists
- Objective 4: Implement and evaluate the Folklife Apprenticeship Program
- Objective 5: Clarify and codify Division of the Arts funding policies
- Objective 6: Evaluate the Decentralized Arts Funding program
- Objective 7: Streamline and simplify grants and reporting processes
- Objective 8: Investigate public private partnerships to increase funding for new initiatives and statewide activities

"Arts in education has the most leverage in terms of touching people for the longest period of time."
- Leadership interviewee

"All the people in Louisiana from every walk of life have a stake in the arts and feel a part of it. There is something for everyone. Get everyone involved to sustain it as our cultural heritage. It is who we are."
-Focus group participant

Outcome B: Statewide programs, including mandates, are implemented.

Objective 1: Increase participation in Poetry Out Loud

Objective 2: Implement and evaluate current ICI plan

Objective 3: Increase knowledge of the cultures of Louisiana's new populations

Objective 4: Increase availability of information about Louisiana's traditional cultures

Objective 5: Evaluate and re-design programs for under-served communities

Objective 6: Expand the visibility and effectiveness of the Cultural Districts program

Objective 7: Increase the completion of Percent for Art projects

Strategic Direction Three: Adding Value to the Arts and Culture Field

Context: If the most important Strategic Direction in this plan is to increase visibility, and if the most expected Strategic Direction is to continue funding arts and cultural activities in the state, then this Strategic Direction is the pivotal factor that will enable both of the other two Strategic Directions to succeed.

The arts are a relationship-based enterprise, and the Division of the Arts recognizes that it needs to continue to build relationships between the agency and the field, and among the practitioners in the field, throughout the state in order to realize the larger goals of this plan. The objectives identified in this Strategic Direction are designed to use the Division's unique position as a singular connector and knowledge repository in order to strengthen the arts and culture field. As with much else in this plan, the outcomes in this Strategic Direction will be accomplished in collaboration with Regional Development Agencies, non-profit arts and cultural organizations and institutions, the Louisiana Partnership for the Arts, Louisiana Cultural Economy Foundation, statewide and national service organizations, and a variety of state agencies, all of which make up the state's arts and culture networks.

*"The staff is so knowledgeable and so smart...they have information that would be great to share to organizations and artists around the state."
- Focus group participant*

Throughout the planning process, the Division's constituents regularly asked for ways to know one another better, both through technology and face-to-face convenings. As with the state arts awards, there is a desire in the state to reinstitute a statewide conference so that the field can share information and organize itself more effectively. This will take time to accomplish, and technology solutions can be of great utility in the interim, as well as to reinforce connections made once they happen.

Another well-articulated desire is for tools and information that will advance the work of the many artists and organizations providing cultural opportunities throughout the state. This includes individual career and organizational development, as well as civic advancement through the Cultural Districts program. Because the LDOA is part of both South Arts (the regional arts agency for the southern states) and the National Assembly of State Arts Agencies, staff and State Arts Council members have access to the latest information on trends in the arts. Serving as a conduit to its constituents for information – about audiences, participation, technology and more – is an important function for the Division of the Arts.

The intent to strengthen the arts and culture field has a higher purpose: ensuring that every citizen has access to artistic experiences. This will happen best in an environment of strong partnerships, healthy organizations, skilled artists, and committed arts educators.

Outcome A: Communication between the state agency and the state's arts and culture networks is enhanced.

Objective 1: Build up to a major statewide convening in 2014

Objective 2: Increase constituent participation with the LDOA

Objective 3: Increase public speaking opportunities for LDOA leadership

Outcome B: Relationships among practitioners in the arts and culture fields are strengthened.

Objective 1: Use technology solutions to engage and convene the field

Objective 2: Increase LDOA presence at regional arts convenings in the state

Outcome C: Professional and organizational development opportunities increase.

Objective 1: Use ArtsReady to ensure the development of emergency preparedness plans

Objective 2: Continue to provide Arts in Education professional development opportunities

Objective 3: Ensure that Cultural Districts professional development uses Main Street trainings

Objective 4: Create an individual artist professional development program

Objective 5: Increase the availability of training on accessibility and inclusion

Objective 6: Create a guide to other professional development resources

Outcome D: Professional support services to the arts and culture field are provided or facilitated by the Division of the Arts.

Objective: Develop and implement a set of professional development workshops provided by LDOA staff

Outcome E: Research and documentation on trends and practices in the arts are provided to Division of the Arts constituents.

Objective: Increase the availability of information about best practices nationwide

CONCLUSION

The Division of the Arts holds a unique place in the state of Louisiana's cultural ecology. It is the only fully-staffed entity with a broad perspective on and connections to the entirety of the state's arts and cultural landscape. It holds the potential to be a trusted source of funds, information and connectivity for the state's multiple arts communities. This Strategic Plan is crafted with the intention of unlocking greater impact for the agency, by making it more relevant to its constituencies and making the arts more visible throughout the state. This work will be accomplished not by the Division's small staff alone, but in partnership with many individuals and organizations, both within and outside of state government. The Division of the Arts welcomes these collaborators into the work of accomplishing the goals of the Strategic Plan, and will strive to be transparent, equitable and energetic in its work.

Staff		Staff		Staff		OTHER	
CH	GH	DL	PJ	MO	DB		

Strategic Direction 1: Increasing Visibility for the Arts and Culture Field

Outcome A: as part of a coordinated campaign under the auspices of the Office of Cultural Development, a media initiative highlights Louisiana's arts and culture opportunities.

X	Create a "Swiss Cheese" press release for all grantees								
X	Assist with the Implementation of the OCD Newsletter / Insert	X							
X	Spotlight of Louisiana Division of Arts in at least one arts / general publication	X							GIA & NASA
X	Explore deeper connections to RDA's, Tourism, LPB, Economic Development and others		X						

Measurements: Increased awareness of the breadth of arts and culture in Louisiana.

Outcome B: individuals and organizations in the arts and culture field are publicly recognized.

X	Plan and implementation for resumption of State Arts Awards								
X	Exhibit on Louisiana arts designed and implemented				X				
X	Create artist residency program with various awards / incentives	X					X		
X	Resume management of the LA Touring Directory (teaching artist links)							X	
IP	Streamline services for the LPN (Small / untraditional presenters)								LPA
X	Create Visual Artist Directory				X				

Measurements: Increased work opportunities for recognized and foster artists; deeper public understanding of state's cultural resources.

Outcome C: Access to information on arts and cultural activities in the state improves.

IP	Increased utility of LDOA web site as a resource for the cultural community		X						
X	Explore LDOA social media options: You Tube Video Channel & LDOA Blog							X	
X	Increased links to Louisiana Travel.com investigated								
X	National reputation increases through presence by LDOA staff / constituents at national and regional conferences	X							

Measurements: Arts and culture providers have a site for coordinated information; arts consumers have easy access to event information; indicators for best user-driven content through the LDOA website; direct rights on arts activities at LouisianaTravel.com; recognition of Louisiana arts by other states.

Strategic Direction 2: Supporting the Arts and Education in the Arts by Providing Funding

Outcome A: Arts organizations, other organizations or agencies that produce arts programs, arts in education, folk life and tradition bearers, individual artists, percent for art, and cultural districts are supported through state arts grants and decentralized arts funding.

