

# ArtStream Strategy and Leadership Review

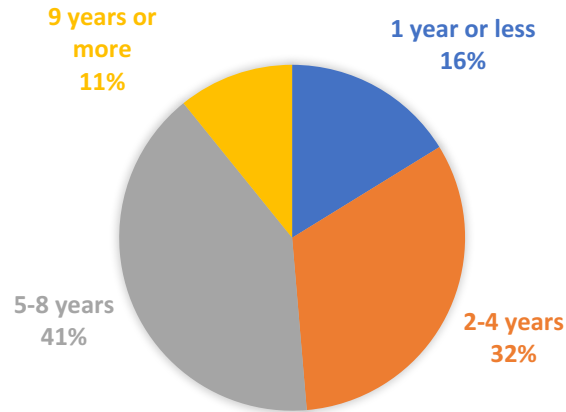
January 24, 2017

# Information Sources

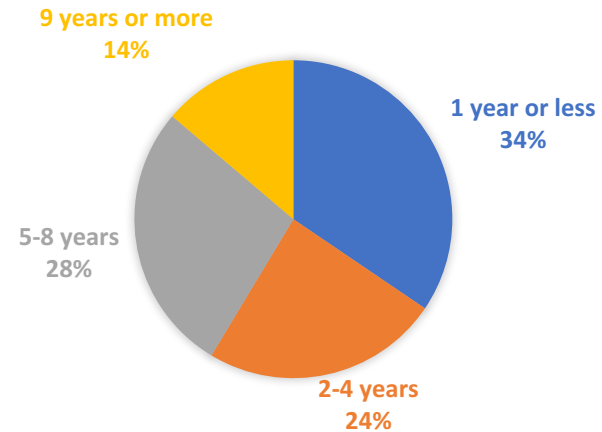
- Surveys
  - 76 completed surveys received
    - 24% response rate
  - Board/Staff (10/15)
    - 67% response rate
  - Families/Participants (37/230)
    - 35% ArtStreamers, 73% parents/grandparents
    - 16% response rate
  - Teaching Artists/Volunteer Mentors (29/71)
    - 41% response rate

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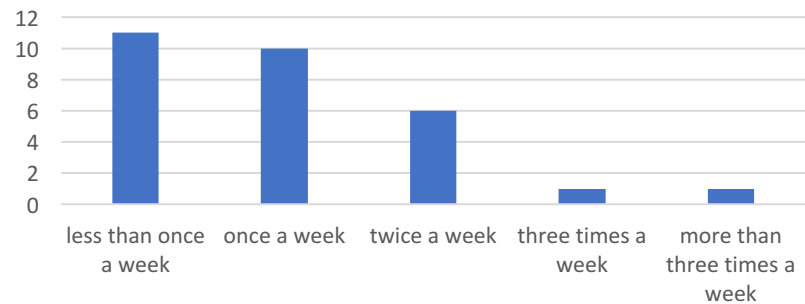
## FAMILIES/PARTICIPANTS: TIME INVOLVED WITH ARTSTREAM



## TEACHING ARTISTS/MENTORS: TIME INVOLVED WITH ARTSTREAM



## How often Teaching Artists teach for ArtStream



# Mission: Who do we serve?

- Individuals with disabilities of all ages (28)
- Adults with disabilities (3)
- Young adults with disabilities (2)
- Parents/families (4)
- Audience
- Wounded warriors
- “All of us. Those with special needs get to do things they otherwise wouldn't. The rest of us get our minds opened to what these people can do.”
- “We serve everyone when we normalize integration and inclusion of people with disabilities in creative activities.”
- “Anybody who comes to a class, rehearsal, or performance consistently leaves having an altered view of people with disabilities and what they can accomplish or contribute.”

# Mission: Words/Phrases

Families/Participants	Teaching Artists/Volunteer Mentors	Board/Staff
<p>Creative/creating (8/32)            Fun/enjoy (6/32)            Inclusive (5/32)            Support/supportive (4/32)            Caring (4/32)</p> <p>-Community center for creative expression and supporting adults with disabilities to develop their skills and confidence            -Work toward a rewarding goal</p>	<p>Creative (10/27)            Inclusive (7/27)            Fun/joy (6/27)            Support/supportive (4/27)</p> <p>-Brilliant idea, Demonstrating what special needs people can do            -Meeting unmet needs            -Giving special needs people an opportunity to shine            -Buoyant and a place where dreams truly come true            -Making the arts available to all segments of the population</p>	<p>Inclusive (4/8)</p> <p>-Discovering hidden interests, talents and skills            -Meeting people where they are/come as you are            -Meaningful organization yet niche            -Finding purpose through participation</p>

## Mission words with fewer than 4 mentions

Ability/(Dis)ability

Accepting

Accomplished

Advocacy

Artistic

Assistance/helping

Awesome!

Broadening

Caring

Cathartic

Challenging

Collaborative

Communication

Community

Confidence/Confidence-building

Creative

Demanding

Diversity

Educational

Effective

Empowering

Encouraging

Encouraging empathy

Energy

Engagement

Entertainment

Enthusiasm

Excellence

Family

Flexible

Friendships

Fulfilling

Growth

Happiness

Helping

High expectations

Innovative/cutting edge

Inspiring/inspiration

Involvement

Mentor

Nurturing

Open/Opening minds

Opportunity

Outstanding

Participatory/interactive

Passionate

Patience

Peers

Performance

Positive

Potential

Power of the arts

Pride

Quality

Respect

Safe

Social skills

Success

Support/supportive

Talent

Transformation

Unique/Unique talents

Upbeat

Welcoming

Worthwhile/needed

# Missions from Other Organizations

## Artivate

### ***Our Mission:***

Artivate engages communities to create interactive arts experiences that inspire learning.

### ***Vision:***

**Artivate** envisions a shared community where the transformational power of the Arts is an essential part of daily life. To accomplish this, we engage local communities to create interactive arts experiences that inspire learning. **We bring the Arts to people where they are.**

## PHAME

### ***Our Mission:***

PHAME inspires individuals with developmental disabilities to lead full creative lives through arts education and performance.

### ***Vision:***

A community that champions opportunities and possibilities for all artists.

## Board/Staff

### **Mission:**

The National Down Syndrome Society is the leading human rights organization for all individuals with Down syndrome.

### **VISION:**

The National Down Syndrome Society envisions a world in which all people with Down syndrome have the opportunity to enhance their quality of life, realize their life aspirations and become valued members of welcoming communities.

# What Does ArtStream provide that is unique?

## Families/Participants

- The ability for adults with disabilities to create a play and perform on stage in front of a live audience (18/37)
- Challenge of performance teaches skills and is opportunity for personal growth (poise, confidence, speaking, moving with clear intent, work ethic, perseverance, social skills) (4/37)
- Mentor/supportive staff (4/37)
- Being with friends (3/37)
- Inclusive and fun environment (3/37)
- Affordable after school drama program for high schoolers (2/37)
- ALOTS OF FUN ACTING AND GOING OUT WITH FRIENDS

## Teaching Artists/Mentors

- ITCs (9/29)
- Safe, artistic space for people with disabilities to express themselves through structured, fun dramatic learning activities that involve creativity and social skills. (5/29)
- Compassion, patience and understanding for both the population we serve and teaching artists
- Freedom for teachers to be creative, flexible schedule, unique classes taught with compassion
- Consistently positive messaging
- I'm so grateful for the deep well of knowledge (and like-minded spirits) within the organization.
- I really appreciate the office staff: connecting with schools/organizations, creating contracts and schedules, and supporting the work.
- Work with veterans and their families



# What should ArtStream keep doing?

## Board/Staff

- ITCs, classes, workshops (4/9)
- Provide trainings and opportunities for sharing among the teaching artists (2/9)
- Continue to expand profitable services/Expand locations of classes
- One-time, low-commitment programs
- Providing classes that are affordable and that allow people with disabilities to grow and socialize.
- Listen to our clients and respond accordingly
- Provide programming that brings the disabilities community and the community at large together
- Make partnerships with community organizations
- Seek counsel from similar-sized, successful non-profits, both locally and nationally

## Families/Participants

- ITCs, classes, Annual gala (4/37)
- Welcoming all interested participants (2/37)
- Continue to recruit excellent directors and artists.
- More dancing, more music, better costumes
- Please don't change the model as ArtStream grows, especially writing original plays
- Continue to encourage actors and meet them where they are at
- Charge tuition (with scholarships) to maintain the caliber of mentors/professionals
- Produce productions for the public
- Continue to be enthusiastic and encouraging!!
- Keep the participants challenged
- Communicating regularly with participants, families, and supporters.
- GET MORE PEOPLE DOING BECAUSE IT IS FUN

## Teaching Artists/Volunteers

- Continue and increase teacher support, training and sharing (7/24)
- Keep doing ITC - ORIGINAL MUSICALS (6/24)
- Continue to stay true to the mission (3/24)
- Expand community outreach, bring in new people (3/24)
- Hiring great teachers (3/24)
- Continue classes, super social Saturdays (3/24)
- Partner with like organizations
- Inclusion and working with local businesses
- Keeping the feeling of community and fun
- Keep organization in public eye
- Work hard to find more programs and grants to ensure work
- Keep working with veterans
- Shine a light on the idea that if the person is encouraged through the arts they are more likely to contribute to society as a valuable person not only socially but be able to integrate into the work force more successfully. That the arts gives adults with disabilities, especially if they are included, more day to day confidence.
- Keep classes and companies consistent.
- Continue staffing with pleasant, patient, caring people!
- Everything

# 12-18 Month Priorities: Board/Staff

- Identify and secure new sources of revenue/ Revitalize relationships with donors/Make budget (8)
  - New marketing and cash flow opportunities.
  - Figure out ways to make programming more profitable/sustainable
- Confirm a mission statement, values, and focus (3)
- Strategically grow base of teachers to build programs /strengthen role and commitment (3)
- Create a strategic plan (2)
- Expand programs: New classes/New locations (2)
- Improve systems/increase efficiency and accountability in the office (2)
- Analyze feeders into programs to increase diversity
- Develop a pathway of success for clients that allows them to participate while growing the client base
- Address ITC waiting list
- Establish new partnerships
- Increase awareness
- Stabilize staff and board membership

# 12-18 Month Priorities: Families/Participants

- Keep/increase the wonderful, supportive teachers and mentors (6)
- New faces, new plays, more excitement/add companies, locations, or classes if demand warrants and finances allow (7)
- Develop various sources of funding to maintain high caliber of productions, pay for staff needed for companies and classes (4)
- Outreach/publicity (4)
- Shows, classes, social clubs (3)
- More of what you've been doing for the past 12-18 months (4)
- Willingness to grow to accommodate more people
- Let us know how ArtStream is expanding so we are prepared and in the know. We don't want to lose what ArtStream is now. We want to cheer ArtStream on!
- Expand outreach to local theatre community (to generate audiences for ArtStream plays and opportunities for ArtStream actors to be onstage or back stage in community theatres)
- Expand outreach to MCPS classes so families with younger children with disabilities see the potential
- Parents are willing to help, but limited because everything is in MD
- Find more performance spaces/stop scheduling productions at Easter
- More classes but not more acting companies
- More ITC's?
- Maybe do well-known plays?
- Incorporate experimental theatre and music techniques
- Costumes that are shape appropriate
- Collaborate or merge with other programs
- DOING MORE SHOWS WE TAKING TO NEXT NEVEL LIKE YOU NEVER SEEN BEFORE AND SELLING OUT SHOWS WITH MORE ACTION AND THIS YEAR WE TAKING SHOWS TO NEXT LEVEL FULL OF SUPRISES AND ACTION PACKED! JUST WAIT AND SEE AND STAY TUNED!

# 12-18 Month Priorities: Teaching Artists/Mentors

- Secure contracts, secure staff then hold full staff meetings (3)
- More programs (2)
- More work opportunities for the teaching artists and more professional development workshops. These are very helpful and important!
- Continue building classes in Virginia
- Create workshops for organizations and schools
- Reach out and share with schools, group homes, other nonprofits
- Create a better way of communicating students' needs to teaching artists prior to starting classes
- More people involved, more people involved, more people involved
- Keep good staff
- Solidify ourselves as an organization
- Become solvent

# What should we STOP doing?

## Board/Staff

- Arts in healthcare. It is important work, but it is also a relic from a phase when the organization's mission was unfocused by design.
- Stop being fearful of change!
- Visual arts
- Acting as individuals rather than a team
- Ignoring infrastructure, organizational weaknesses, and weaknesses within existing programs while continuing to expand. There are major flaws in our systems, which will only become more apparent and problematic as ArtStream expands.
- Tapping the same well over and over (i.e. parents/families of participants) for tuition, ticket sales, donations, ad sales, t-shirts, dvds, etc. We need to expand our base or they are going to burn out.

## Teaching Artists/Mentors

- Nothing! I want to do it all!! (3)
- Some of the shorter-term classes
- I love the professionalism the directors always expect from the actors. Please never stop!
- Become too diluted geographically
- Private lessons
  
- **Families/Participants:**
- Nothing (7)
- Doing a good job
- One weekend of shows instead of two
- It takes a long time to become part of the ITC

# Strengths to Build On/Weaknesses to Consider: Board/Staff:

## INTERNAL Strengths

- Skilled teaching artists (6/15)
- Devoted families who are supportive and participate fully (3/15)
- Proven success/exceptional programs (3/15)
- Passion of the teaching artists/staff and founders (2/15)
- Engaged board (2/15)
- Everyone involved believes in the mission, has seen the benefits of the work, and is willing to sacrifice to make sure that ArtStream succeeds.
- Communities/relationships that are formed
- Client-centric operations
- Experienced executive director

## INTERNAL Weaknesses

- Funding (3)
- Focus (3)
- Not enough ITCs
- No clear vision, identity and direction for the future
- Growing pains of being a young organization
- Small board (but growing!)
- A weak organizational structure
- identifying and recruiting new teaching artists to allow expansion of ArtStream's services
- Not clear how/whether to expand to other communities
- ArtStream is not well known in DMV
- Insufficient infrastructure - i.e. database, registration and networking system
- Lack of a strategic vision for programs, program design, curriculum development, artist training
- Same people buying tickets

# Strengths to Build On: Families/Participants

The #1 strength is:

Dedication and talent of teaching artists and volunteers

Personal benefits:

Friendships, community, acceptance, respect, collaboration, focus on a common goal, team work, freedom to create, confidence building

Program benefits:

Opportunity to perform on stage, singing, acting, dancing, professional

# Challenges: Families/Participants

- Showcasing the more advanced
- Not meeting learning needs of participants or reaching out to families to ask about strategies for success
- Insufficient outreach beyond disability community
- Program ads and ticket sales are to family and friends
- Financial constraints limit expansion of ITCs to other communities
- There isn't any room for more participants
- Need summer programs for high schoolers
- ArtStream identity is overwhelmingly Maryland-oriented
- VA ITC Theatre schedule over Easter week is “abominable”
- Nothing! Great job!



# Strengths to Build On: Teaching Artists/Mentors

The #1 strength is:

Opportunity to work with the ArtStream community and feeling good about value of their work

Personal benefits:

Freedom to create, building relationships, support, team of talented peers

Program benefits:

Organized, smooth run of production schedules, variety of ages, motivation to make everyone successful, dedicated families, professional staff, teaching artists, volunteers

# Challenges: Teaching Artists/Mentors

- Lack of training/training manual for Teaching artists and volunteers (9/29)
- Not enough communication (between teaching artists and between staff and teaching artists, and with community partners) (4/29)
- Inconsistency (2/29)
- More ITCs to serve more people
- More acting classes
- Lack of structure/evaluation
- Not enough funding/resources to expand
- Need to recruit more volunteers and train them

# External Threats to Consider:

## Board/Staff

- Donor fatigue/Competition for donor dollars/Reduction in Government/Foundation grants and/or reduction in government funding of programs for individuals with IDD that result in partnering organizations reducing or cutting arts programs (5)
- Competitor that offers similar (better?) programming at a lower cost (3)
- Challenge to expand volunteer and teaching artist pool (2)
- Lack of opportunity for new participants/ITC waitlist (2)
- The rising costs of rental spaces and materials
- Regulations that may inhibit future partnerships
- Demand from other parts of the region
- Clients schedules filling up with other activities
- Employee turnover
- Governmental factors
- Falling behind on current research, policies and changes in arts education and the disabilities community. ArtStream must stay relevant and at the forefront of change and progress.

# Health of the Organization

