

January 30, 2023

TO: Board of Directors

FROM: Heller An Shapiro

RE: Strategic Plan Strategies for Review and Prioritization

BACKGROUND:

Following the Board's review of the goals and development of proposed strategies at their November 3, 2022 retreat, the staff team held a Strategic Planning retreat and recommends the following strategies for Board review.

RECOMMENDATION:

Review and prioritize the strategies under each goal.
Staff will then set measurable objectives and timelines for the goals according to priority level.

ArtStream Strategic Plan 2023-25

Goal 1:

ArtStream will develop and implement performing arts opportunities which engage participants through enjoyable, embodied, and motivating experiences that inspire creativity, imagination, flexibility, self-confidence, self-efficacy, and independence. ArtStream’s performing arts programs will develop the abilities to improvise, listen carefully, self-advocate, and problem-solve, along with growth in self-discipline and improved communication and social skills.

Strategies

Strategy	Priority Level (1,2,3)
Develop and implement classes, workshops, Performing Companies, master classes, and Traveling Troupe opportunities	
Implement new curricula and programming initiatives that include artistic traditions from student’s many cultural influences	
Implement new curricula and programming initiatives that teach backstage and technical skills	
Develop and implement leadership opportunities within programs (e.g. Production Assistants, Creative Associates)	
Conduct annual evaluation process (January) and implement recommendations	
Ensure that all who want to participate have the means and opportunity to do so	
Identify accessible program sites in participants’ communities	
Maintain and enhance online/hybrid program offerings	
Develop and publish qualifications for assistant, co-lead, and lead teacher positions	
Expand partner planning process to clarify expectations, obtain student information, and prepare aids (create a video showing what happens in an ArtStream class), engage Teaching Artists in partner planning process	

Goal 2:

ArtStream will attract, develop, and inspire a corps of Teaching Artists who believe in ArtStream’s values and goals; Teaching Artists who understand, appreciate, and teach the performing arts; who can collaborate well; and who demonstrate a talent for engaging

students by building relationships that earn their trust, create a safe space, support their curiosity, and encourage them to explore new paths.

Rationale: ArtStream has a strong, loyal corps of professional Teaching Artists who have training in the performing arts and either have training in working with individuals with I/DDs or can be trained by ArtStream. Increasing diversity to match the broader community will better support all participants. Facilitating a collaborative culture, professional development training programs, and an evaluation process, along with creating standard operating procedures and curating resource materials ensures the Teaching Artists will be better equipped to support participants’ growth and skills-building.

Strategies:

Strategy	Priority Level (1,2,3)
Invite Teachers to create new curricula and programming initiatives that include artistic traditions representing their cultural influences	
Engage authentic artistic partners to co-teach (E.g. Step Afrika, Hula Maryland, Maryland Latinos Amigos)	
Recruit bilingual (English-Spanish) Teaching Artists	
Master Teachers use evaluation results and program experience to develop resources and offer regular coaching and training programs	
Training programs include artistic and creative activities that build skills, along with behavior management and safety techniques	
Resource “bank” is supported by Master Teachers and offers opportunities for all Teaching Artists to contribute resources	
Standardize onboarding training	
Implement standards of practice that define expectations for Teaching Artists and what they can expect from ArtStream	
Implement open lines of communication between staff and Teaching Artists	
Offer referral bonus for referring a new Teaching Artist	
Teaching Artist E-Newsletter to build skills, share information, recognize successes, and make connections (Teaching Artist Spotlights)	

Grow Teaching Artist internship programs through local theatre and special education programs (E.g. Howard Community College, MCC)	
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Goal 3:

ArtStream will offer opportunities for family engagement to create connections to ArtStream and each other and strengthen the ArtStream community.

Rationale: In two focus groups, family members showed their enthusiasm for ArtStream’s impact on participants. These families urged ArtStream to provide more programs and seek locations for rehearsals and classes closer to participants' and new potential participants' home areas. Significantly, the family members expressed a strong desire for ArtStream to take the lead in establishing a mechanism for regular communications among and meetings for participants’ family members.

Strategies:

Strategy	Priority Level (1,2,3)
New parent information sessions led by experienced parents	
Cast parties to celebrate performances	
Recruit and develop volunteer mentors	
Sibling group meets regularly online and in person	
Continue to expand program sites to serve families where they live	
Parent/sibling ambassadors for outreach events, and outreach to cultural groups	
Parent “buddy system” matching experienced/new parents	
End of class session sharing for family and friends	
Provide promotional materials to parents for performances, classes	

Goal 4:

ArtStream will affirm the transformative power of performance by increasing reach, visibility, and enrollment for ArtStream programs and performances. ArtStream will reach out to communities that have been marginalized or underserved by the arts, to encourage them to participate in ArtStream’s programs and performances.

Rationale: Staff and board noted there is untapped potential for ArtStream to reach even broader with its programs by forging intentional partnerships with local organizations in target communities ArtStream would like to reach. This

would also serve to diversify the pool of participants in ArtStream’s programs and increase the impact of its work.

Strategies:

Strategy	Priority Level (1,2,3)
Assess local demographics to identify target audiences and potential program sites/partners	
Develop potential partner qualifications and reach out to new partners and communities to forge intentional partnerships that increase participant diversity	
Engage Spanish-language interpreters and provide Spanish-language materials	
Develop promotional materials in Spanish	
Offer website translation to Spanish	
Identify family ambassadors to cultural groups	
Continue to provide and advertise sign language interpretation at performances	
Identify organizations that can help broaden relationships and partnerships (E.g. faith-based, disability, arts, media, fraternal, educational, business)	
Expand e-newsletters	
Facebook advertising, social media outreach	
“Bring a friend” promotion for classes, performances	
Outreach to related organizations and transitioning young people with discounted performance ticket offers	
Invite VIPs to performances	

Goal 5:

ArtStream will encourage and foster strong organizational capacity and a highly qualified staff team to maximize revenue streams for long term sustainability.

Rationale: As it grows, ArtStream will need to pay attention to cultivating a strong internal employee culture, particularly in a post-Covid virtual environment. ArtStream needs a stronger focus on marketing to raise the visibility of the tremendous impact it has on participants’ lives, which will help attract new families to its work. Among its peers, it has more assets and a more flexible expense composition, positioning it well for growth and future investments. Finally, ArtStream will need to grow its base of contributed income from families, individuals, and foundations to ensure it can keep its program fees affordable.

Strategies:

Strategy	Priority Level (1,2,3)
Maintain competitive program fees to strengthen and grow operations	
Hire dedicated fundraising staff to focus full-time on grant-writing, individual donors, and events	
Create a culture of philanthropy where all constituencies (Board, staff, Teaching Artists, families and supporters) are supported to grow the base of individual, corporate, foundation and government donors	
Promote and expand monthly donors	
Consider replacing the spring appeal with a phantom event or community event	
Increase marketing to new audiences (identified through demographic research and family outreach)	
Create a formal staff orientation process, identify and fill additional training needs	