

**Louisiana Department of Culture, Recreation and Tourism**  
**Office of Cultural Development**  
**Division of the Arts - Strategic Plan Overview 2012-2014**  
**(DRAFT for Public Comment - November 15, 2011)**

EXECUTIVE SUMMARY

The Louisiana Division of the Arts (LDOA) will work to increase recognition of Louisiana’s rich cultural heritage and public participation in arts and culture. In service of these goals, three Strategic Directions have been identified:

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 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 LDOA will work to increase the visibility of the field through a variety of efforts: a coordinated media campaign for the public (under the auspices of the Office of Cultural Development), an information campaign to provide data about 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 LDOA’s primary function: providing funding and implementing mandated programs (such as the National Endowment for the Arts’ Poetry Out Loud events). Contingent on available funding, the LDOA 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 tasked with 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.

These Strategic Directions were developed through extensive input from citizens all over the state: through a comprehensive survey, focus group meetings, and individual interviews. The implementation steps and annual benchmarks were developed by members of the Louisiana State Arts Council and the LDOA staff working with the planning consultant. Responsibility for implementation of the plan rests with the LDOA staff.

Overall, implementation of this Strategic Plan will strengthen the environment for artistic and cultural endeavors in the State of Louisiana. Arts and culture are among the state's greatest resources, and are one of the most positive ways Louisiana distinguishes itself from the rest of the country. 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 following pages contain a brief summary of the plans outlined as of November 11, 2011. 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 annual benchmarks, or steps along the way to achieving those conditions. Each outcome also has a means of measuring if we are achieving the aims we have articulated, including some suggested indicators for the measurements. Evaluation plans for each Strategic Direction will be developed as part of the annual implementation plan created by LDOA staff.

## 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.**

Benchmark 2012	Benchmark 2013	Benchmark 2014
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

Measurements: Increased awareness of the breadth of arts and culture in Louisiana. Indicators: Page views and click-throughs on web sites, indications from grantees of increased participation

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

Benchmark 2012	Benchmark 2013	Benchmark 2014
Greater use of OCD Data to provide information about arts and cultural impacts to constituents and the field	DAF included in constituent briefings; key images and stories captured for maximum impact	Publication of an Annual Report resumes, coordinated with OCD.

Measurements: Increased public sector recognition of arts and culture as a means to accomplish state goals. Indicators: Positive feedback from constituents, documented use of OCD data and Annual Report

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

Benchmark 2012	Benchmark 2013	Benchmark 2014
Plan for resumption of State Arts Award in 2013	Event implemented, with clear process to determine awardees	Continued/refined state arts award event
Library/state museum touring exhibit designed	Library/state museum tour constructed	Library and state museums tour underway
Juried artist roster program developed	Juried artist roster on web site	Juried artist roster updated
		Louisiana on Tour program design completed

Measurements: Increased work opportunities for recognized and roster artists, deeper public understanding of state's cultural

resources. Indicators: Contracts and commissions for artists, attendance at library/state museum exhibits, employment of juried artists

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

Benchmark 2012	Benchmark 2013	Benchmark 2014
Increased utility of LDOA web site as a resource for the cultural community	Aggregated arts and culture info live on website; connect to media campaign	Web site refined to adapt to changing tech environment
Increased links to LouisianaTravel.com investigated	LDOA social media actions incorporated in CRT's campaign	Online presence evaluated, updated to match changing social media trends
National reputation increases through presence by LDOA staff at national and regional conferences	Continued presence at national and regional conferences	Continued presence at national and regional conferences

Measurements: Arts and culture providers have a site for coordinated information, arts consumers have easy access to event information. Indicators: Robust user-driven content on the LDOA website, click-throughs on arts activities at LouisianaTravel.com, recognition of Louisiana arts by other states

## Strategic Direction Two: 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, folklife and tradition bearers, individual artists, percent for art, and cultural districts are supported through state arts grants and decentralized arts funding.**

Benchmark 2012	Benchmark 2013	Benchmark 2014
Individual artist support and recognition program resumes	Arts in education funding increases; focus on professional development	Training and professional development opportunities continue; programs evaluated
Apprentice program developed for 2013 implementation	Apprentice program implemented	Apprentice program continues

Measurements: Resumption of funding has meaningful impact on individual artists and arts in education activities. Indicators: Matching funds for individuals and schools increase in final reports, increased apprenticeship applications

Benchmark 2012	Benchmark 2013	Benchmark 2014
LDOA funding policies clarified and codified	New policies introduced to constituencies	New policies in place and evaluated
	Full evaluation of DAF program	Results of DAF evaluation reported; program adjustments as indicated
Online grants program upgraded	Grants process streamlined and simplified	Grant processes evaluated with grantees
New reporting requirements integrated into processes	Reporting to NEA is easy and comprehensive	Participation in Cultural Data Project investigated

Measurements: Grantees find processes simpler and more transparent. Indicators: Decreased complaints about onerous reporting, increased applications submitted early, information useful for reporting outcomes to stakeholders is accessible and manageable

Benchmark 2012	Benchmark 2013	Benchmark 2014
LDOA initiates development campaign; feasibility investigation begins	Case and prospect list for LDOA fundraising campaign developed	Fund raising campaign first implementation

Measurements: Increased funding for new initiatives and statewide activities

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

Benchmark 2012	Benchmark 2013	Benchmark 2014
As mandated by the NEA, Poetry Out Loud program increases student participation by 10%	Poetry Out Loud program increases student participation by 10%	Poetry Out Loud program increases student participation by 10%
ICI: Music focus implemented in the 2012/2013 school year	ICI: Dance focus implemented in the 2013/2013 school year	ICI: program evaluation implemented
	ICI: plan for end of the 4-year pilot development begins	Plan for end of the 4-year pilot developed and implemented
Folklife: New Populations connect with the arts network	Immigrant artists identified and informed of artist opportunities	Additional immigrant artists identified
Folklife: Information about Louisiana folk artists and folklorists more accessible	Online directory of folklife expanded	Online directory expansion continues
Folklife: public awareness of Louisiana's traditional cultures increases	Traveling exhibit for the State Museum, including an online component, developed	Further enhancements to the Folklife in Louisiana website
Underserved: Number of communities currently impacted by use of these funds evaluated	Additional opportunities for underserved populations/communities researched, program developed	New strategies to meet the needs for underserved populations implemented
Cultural Districts: Program visibility and effectiveness expanded	Professional promotion plan implemented, including regular site visits to potential and existing district communities	Legislative options to expand incentives within districts identified.
	Useful, interactive Cultural District web site developed	CD website updated, evaluated
		Methods to improve district assessments developed.
Strategy for completion of Percent for Art projects "in the pipeline" developed	Increased completion of Percent for Art projects	Completion of 35% of Percent for Art projects that had been pending in 2012

Measurements: Statewide programs reach more constituents. Indicators: Final reports demonstrate increased participation

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

### **Outcome A: Communication between the state agency and the arts and culture networks is enhanced.**

Benchmark 2012	Benchmark 2013	Benchmark 2014
Face-to-face conversations with the field underway	Town Hall style meetings, using agendas set during FY 2012, underway	Major statewide convening takes place – broad and inclusive, multi-disciplinary, includes Cultural Districts
	Annual meetings with statewide affiliates take place	Initiative funds support networks and convenings

Measurements: LDOA constituents have greater access to staff, which also allows input on program design. Indicators: Increased breadth of public participation with the agency

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

Benchmark 2012	Benchmark 2013	Benchmark 2014
Technology solutions to engage and convene researched	Virtual meetings begin	Virtual meetings continue
	LDOA staff attends regional convenings	Archive of regional meetings available online

Measurements: Arts and culture practitioners are more connected to one another. Indicators: Attendance at virtual and actual convenings, greater collaboration in statewide arts efforts

### **Outcome C: Professional and organizational development opportunities increase.**

Benchmark 2012	Benchmark 2013	Benchmark 2014
ArtsReady trainings hosted statewide	ArtsReady trainings expand to include individual artists, working with CERF	All grantees have readiness plans
Arts in Education professional development continues	AIE PD continues	AIE PD evaluated, plan for continuation developed

Benchmark 2012	Benchmark 2013	Benchmark 2014
Cultural Districts professional development taps into Main Street trainings	Main Street trainings adapted for Cultural Districts	Webinars created
Individual artist professional development design process continues	Individual artist PD sessions implemented (See SD2:A)	Programs continue, evaluation implemented
Accessibility training developed	Accessibility training implemented	Accessibility training continues
	Menu of professional development resources created, promoted	Menu, webinars implemented

Measurements: Individuals and organizations demonstrate increased capacity for operation and emergency response. Indicators: ArtsReady plans, greater numbers of qualified artists in schools, increased accessibility to sites and programs, increased enrollment in development programs

**Outcome D: Professional support services to the arts and culture field are provided or facilitated by the LDOA.**

Benchmark 2012	Benchmark 2013	Benchmark 2014
Scope of program investigated	LDOA/RDA workshops implemented	Workshops evaluated and adjusted

Measurements: Greater interaction with LDOA staff for support services. Indicators: Stronger programs at grantee organizations

**Outcome E: Research and documentation on trends and practices in the arts are provided to LDOA constituents.**

Benchmark 2012	Benchmark 2013	Benchmark 2014
Priorities and process for dissemination developed	Initiative-funded aggregation developed, available on web and through workshops	Additional information added to site, workshops

Measurements: Knowledge of national trends and demographics increases. Indicators: Cutting edge research used to design and evaluate grantee programs