

X	2	Ohio Arts Council Strategic Plan, 2006-2009							
X	3								
X	4	Vision: The OAC provides voice and leadership through the arts to enrich lives and build vibrant, creative, communities throughout Ohio.							
X	5	Mission: The Ohio Arts Council is a state agency that funds and supports quality arts experiences							
X	6	to strengthen Ohio communities culturally, educationally and economically.							
X	7								
	8								
X	9	GOAL 1							
X	10	Invest in Ohio's Rich Cultural Resources							
X	11								
X	12	Goal Stated as Outcome: Ohio's rich cultural resources benefit from the investment of OAC support.							
X	13	Definitions: 1. "rich cultural resources" include both arts organizations and individual artists							
X	14	2. "OAC support" includes both financial support and services							
X	15								
X	16	Value Statement:							
X	17	Public funding for the arts allows Ohio's cultural organizations to realize their artistic missions and reach important societal goals that will have value for Ohio constituents today and for future generations.							
X	20								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
		Promote all new funding program areas and work with Ohio Citizens for the Arts and legislators on providing statistics, public value stories, economic and social rationales on why the arts are vital to all Ohioans.	1. a) Between July 2006 and June 2009, increase the overall number of annual applications 2% each fiscal year. Fund at the same or greater levels during FY08/09 as compared to FY07, barring any unexpected budget reductions.	High	1. Ohio's arts organization and individual artists, through a variety of granting programs, continue to be a priority for the OAC.	Point Person Kevin Cary Agency	Jul-06	Jun-09	75%
KC	22								
X	23								
DK	24	Promote Arts Innovation program to future and past applicants through <i>Guidelines</i> revisions, published stories and targeted mailings.	2. a) By June 2009, the number of appropriate and competitive Arts Innovation applications increases to a total of 25 over the number of scorable applications reviewed in FY06 (16).	Medium	2. Ohio arts organizations have greater financial flexibility to be creative.	Point Person Dan Katona OSCD & GACS	Jul-06	Jun-09	100%
DK	25	Promote "ongoing creativity" as a key factor in the Sustainability program through panel meetings, revamped <i>Guidelines</i> /application questions and possible re-instatement of on-site visits.	2. b) Phase 1: By July 2007, all Sustainability applicants are aware that the OAC considers ongoing creativity in the form of programmatic growth, change, and/or development to be a key component of Artistic/Educational/Cultural Value as stated in its <i>Guidelines</i> and application questions.	High		Point Person Dan Katona OSCD & GACS	Jul-06	Jul-07	100%
X	26	Same action as above.	2. c) Phase 2: By February 2009, applicants to the Sustainability program demonstrate their vitality to their communities, as evidenced by their application and support materials.	Low		OSCD & Panelists	Nov-08	Feb-09	0%
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete

DF	28	Use and understand new scoring criteria (panelists).	2. d) Phase 3: By June 2009, Sustainability applicants with the highest scores in Artistic/Educational/Cultural Value will be those that show continuing creativity.	Medium	(continued from above)	Point Person Dia Foley GACS, DD, OSCD, panelists & PIO GACS & OSCD	Jul-06	Jun-09	10%
X	29	Increase the amount of mentoring to Arts Access grantees that will allow them to move into the Sustainability program.	3 a) By December 2007, ten (10) Arts Access grantees will have moved into the Sustainability program (for FY08/09) and by December 2008, ten (10) additional Arts Access grantees will be ready to transition successfully into the Sustainability program (for the 2009 deadline). This will include at least one Arts Access grantee from each region.	Low	3. Emerging and developing arts organizations are administratively stable and effective in their communities.		Jul-06	Dec-07	0%

PH	30	Provide intensive mentoring from OSCD in eight of the OAC's least-funded counties.	3.b) By June 2009, arts organizations in eight (8) of the OAC's least funded counties (as of 7/1/2006) will have resources and support to strengthen their arts infrastructure, as assessed by having a plan in place that addresses their interests and needs.	High		Point Person Pat Henahan GACS, OSCD & PIO	Nov-06	Jun-09	50%
KE	31	Select four organizations and set aside Capacity Building funds for these organizations.	3.c) By June 2009, at least one organization per OSCD region benefits from progressive mentoring under the Capacity Building program (long-term assistance), as assessed by final report documenting lessons learned. One county in SE Ohio will be selected. Monies available through Appalachian Regional Commission.	Medium		Point Person Katherine Eckstrand OSCD & DD	Jul-07	Jun-09	25%

X	32	Research and develop a list of community based organizations for possible residency experiences.	4.c) Each year through June 2009, the number of applications to the Arts Learning/AIR program from community-based organizations (six in FY06) increases by one.	Medium	4. The individual artist's vision and creativity will enrich the cultural life and heritage of the community.	Point Person Joanne Eubanks AL, IC & PIO	Jul-06	Jun-09	75%
JE	35								
X	36								
JG	37	Ensure Web site is fully accessible, identify potential media partners and complement other cultural calendars statewide and regionally.	5.a) Phase 1: By June 2008, citizens will have greater access to artists and arts organizations because ArtsinOhio.com (Ohio Event Finder) will have established three (3) additional media partnerships and become the model for two (2) statewide, online arts calendars in the Arts Midwest region.	Medium	5. Ohio arts organizations and artists experience greater visibility statewide, regionally and internationally.	Point Person Jami Goldstein PIO & ADA Dept.	Jul-06	Jun-08	75%
		Same action as above.	5.b) Phase 2: By June 2009, citizens will have greater access to artists and arts organizations because ArtsinOhio.com (Ohio Event Finder) will have become the model for two (2) statewide on-line arts calendars in the Arts Midwest region.	Low		PIO	Jul-08	Jun-09	0%
X	38								
JG	40	Maintain, promote and market OAC's on-line opportunity databases.	5.c) By June 2009, the number of entries in all of the OAC's online opportunity databases increases by an average of 2% in each of the plan's years.	High		Point Person Jami Goldstein PIO, IC, CD & IT	Jul-06	Jun-09	60%
X	41								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
		Same action as 3(c).	6.a) Same Performance Target as 3(c).	Medium	6. Ohio arts organizations increase their adaptability to the changing environment.	Point Person Katherine Eckstrand OSCD & DD	Jul-07	Jun-09	25%
KE	42								
KE	43	Importance of public value is promoted by panelists, consultants and through revised <i>Guidelines</i> .	6.b) By June 2009, seventy-five percent (75%) of the applications received in February 2009 for Sustainability will reflect a clearer understanding of public value in the arts, as demonstrated by their long-range plan and public documents for constituents (e.g., brochures) supplied in their support materials.	Medium		Point Person Megan Laurent CD, DD, PIO & panelists	Feb-07	Jun-09	75%
X	44	GOAL 2							
X	45	Communicate the Value of the Arts							
X	46								

X	47	<i>Goal Stated as Outcome: Ohio citizens, legislators and artistic community can speak to the importance of the arts in their lives and communities.</i>						
X	48							
X	49	Value Statement:						

X	50	Citizens who can communicate the value of the arts are able to contribute to the quality of life, education and economic growth in their communities.							
X	51								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
JG	54	Pilot a marketing campaign in three distinct regions of the state that promotes the economic, educational and social value of the arts.	1.a) By December 2008, information from the pilot marketing campaign will form the basis of a statewide campaign that highlights the economic, educational and social value of the arts, as assessed by newly developed marketing plan.	High	1. Ohioans can articulate the economic, educational, and social value of the arts to their lives and communities.	Point Person Jami Goldstein PIO	Jul-08	Dec-08	10%
JG	55	Convene OAC conference to address constituent needs, as determined by agency resources and survey tools.	1.b) By spring 2009, the Ohio arts community will be able to better articulate the economic, educational and social value of the arts, as assessed by a pre- and post-conference survey.	Medium		Point Person Jami Goldstein PIO	Jul-08	Apr-08	0%
KC	56	Action 1: Revise <i>Guidelines</i> and OLGA to inform constituents of the new requirement. Action 2: Require organizational grantees to comply.	1.c) By July 2008, 100% of OAC organizational grantees, with Web sites, will link the OAC Web site to their own Web site.	Medium		Point Person Kevin Cary OGACS & PIO	Jul-06	Jul-08	95%
X	57	Promote OAC Web address and its resources through promotional items and agency activities.	1.d) By June 2009, there is an increase of 30% in the number of visits to the OAC Web site pages reinforcing OAC's goal of promoting the economic, educational and social value of the arts (2005 annual number of OAC Web site visits was 607,901).	Low		Program Coordinators & PIO	Jan-08	Jun-09	0%
X	58								
JS	59	Partner with appropriate organizations in least-funded counties to host OAC information meetings.	2.a) By June 2009, arts and community leaders in eight (8) of the OAC's least-funded counties will be better able to articulate the value of the arts to their communities, as assessed by at least two (2) new grant applications recieved from organizations in any of these counties.	High	2. The benefits of the arts are understood in human terms through the stories of Ohio's citizens and communities.	Point Person Jim Szekacs OSCD, OGACS, OAC staff	Jul-07	Jun-09	50%
JG	60	Target individual arts administartors and artists to pitch their public value stories to local arts and media.	2.b) By June 2009, 50 public value stories per year about Ohio individual artists and arts organizations appear in the media, as assessed through the OAC clipping service, and through Take pART. Take pART stories will be released to the field for promotion to local media resources.	Medium		Point Person Jami Goldstein PIO	Jul-08	Jun-09	30%
X	61								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
KC	63	Revise OLGA application to include a question regarding individual artist board representation.	3.a) By June 2009, there will be a baseline of data of how many artists serve on the boards of arts organizations. These artist leaders are profiled through OAC publications, as assessed through final reports and documented through OAC publications.	Medium	3. Artists are recognized as vital community leaders.	Point Person Kevin Cary GACS, IC & PIO	Jul-08	Jun-09	0%
JH	64	Advocate to the Governor's Office through the OAC Board the value of an individual artist appointment to the Council Board.	3.b) By June 2009, the Ohio Governor will appoint an individual artist to the OAC Board.	High		Point Person Julie Henahan Council Board & Management	Jul-08	Jun-09	0%
X	65	GOAL 3							
X	66	Help citizens of all ages learn and thrive through the arts							

X	67								
X	68	Goal Stated as Outcome: Ohio citizens of all ages learn and thrive through the arts							

X	70	Value Statement:								
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X	71	Creativity and imagination inspire learning; promote the growth of an active, curious mind; rejuvenate the spirit; and fuel the engine of prosperity. When people learn in the							
X	72	arts, they test the boundaries of their innate abilities and strengthen their capacity to contribute to humanity.							
X	73								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
		Create and promote an on-line survey for the purpose of identifying and analyzing learning benefits that participants of OAC-funded activities have experienced.	1.a) By November 2008, participants in OAC-funded programs will share their perspectives on what they see as the learning benefits derived from avocational, recreational and educational arts participation, as documented through an on-line survey.	Low	1. Children, youth and adults demonstrate increased skills and deepen their knowledge and/or understanding of the arts.	AL	Nov-06	Nov-08	0%
X	75								
		Design and hold Arts Learning grant workshops (60) in the 12 school districts involved in the School Leaders Initiative and in targeted underserved areas of the state.	1.b) By June 2009, Arts Learning grant requests will increase in number by 15% and will represent greater diversity of counties (especially from the Appalachian and urban core areas), organizations and ages, as assessed through grant applications for FY10. (Baseline -- FY06, 80 grants in 25 counties: nine grants in App. area [five counties -- Athens, Hamilton, Highland, Perry, Scioto]; and 33 grants in urban areas [five counties -- Cuyahoga, Franklin, Hamilton, Lucas, Montgomery, Summit]. FY08, 96 grants in 27 counties: 14 grants in App. areas [5 counties -- Athens, Hamilton, Highland, Scioto, Washington]; and 57 grants in urban areas [seven counties -- Cuyahoga, Franklin, Hamilton, Lucas, Mahoning, Montgomery, Summit])	High			Point Person Shannon Ford AL	Sep-06	Jun-09
SF	76								
		Stimulate interest among program providers (for early learners and older adults) in the Arts Learning grant programs through research, networking and outreach.	1.c) By March 2009, Arts Learning grant requests that serve early learners and older adults will increase by three per year, as documented by grant applications. (Baseline -- FY06: one application serving early learners, 12 applications serving adults [zero serving seniors])	Medium		Point Person Shannon Ford AL	Sep-06	Mar-09	66%
SF	77								
		Design and market adult learning opportunities annually as part of the Riffe Gallery exhibition schedule.	1.d) By June 2009, adult learning opportunities will be formalized in the gallery's schedule and will increase by two, as assessed through programming and materials.	Medium		Point Person Mary Gray Riffe & PIO	Jul-07	Jun-09	50%
MG	78								
X	79								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
		Implement a three-year professional development plan for program artists that includes a series of professional development experiences including peer mentoring, co-teaching and attendance at state and national conferences.	2.a) By June 2009, artists in the Arts Learning program will be better prepared to work with learners of all ages, and especially early learners and older adults, as assessed by professional development pre- and post-assessments, interviews and observations during residencies.	High	2. Teachers, artists and other providers demonstrate knowledge and skills necessary to engage children, youth and adult learners in arts learning.	Point Person Joanne Eubanks AL & PIO	Jul-06	Jun-09	70%
JE	80								

KM	82	Host an annual forum for artists involved in OAC grant programs to discuss how and in what ways the nature of creating can be emphasized and illuminated through their community-based work.	2.b) By June 2009, artists involved in OAC grant programs will be better prepared to engage program participants in the dynamic and iterative nature of creating, as assessed through grant application narratives, and final reports and observations at a sampling of grant-funded activities.	Medium		Point Person Ken Emerick IC	Jul-07	Jun-09	100%
MG	83	Partner with Ohio Government Telecommunications to produce a database of Web-accessible artist statements, images and video interviews, when available (approximately 30), presented in Riffe Gallery exhibitions from mid-2001 to January 1, 2006.	2.c) By October 2008, Riffe Gallery database is operational and easy to use, as assessed by users and OAC staff through an on-line survey.	High		Point Person Mary Gray Riffe, IT, PIO & OGT	Jul-06	Oct-08	75%
X	84	Implement a curriculum pilot program that highlights the Riffe Gallery artists and their work in curriculum and teaching.	2.d) By July 2008, 50 selected educators at the secondary and collegiate levels will use the Riffe Gallery artists and their work in their curriculum and teaching, as assessed by an electronic survey and instructional materials.	Low		AL & ODE	Oct-06	Jul-08	0%
X	85		2.e) By June 2009, exemplary curriculum samples (8-10) that use the Riffe Gallery artists and their work will be available on partners' Web sites.	Low		OAL & ODE	Jul-08	Jun-09	0%
MCZ	86	Publish <i>Focusing the Light: the Arts and Practice of Planning (FTL)</i> and conduct a marketing campaign to promote the dissemination and use of the seven-volume set by state arts agencies, arts managers and educators and others working in nonprofit settings.	2.f) By June 2009, 500 <i>FTL</i> sets will be purchased by target audiences.	High		Point Person Mary Campbell-Zopf AL & PIO	Oct-06	Jun-09	75%

MCZ	87	Implement training associated with <i>FTL</i> for targeted audiences including: Ohio arts professionals, those working in state arts agencies and OAC staff.	2.g) By June 2009, 60 Ohio arts professionals and 15 Arts Education managers working in state arts agencies will understand and use <i>FTL</i> resources, and especially the logic model i-Tool in their work, as assessed by surveys and interviews following the professional development experiences.	Medium		Point Person Mary Campbell-Zopf AL & PIO	Jan-07	Jun-09	10%
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X	88	Produce and distribute in partnership with the Ohio Department of Education (ODE) a high-quality, standards-based, curriculum sampler that illustrates a wide range of uses for artists, school districts and arts organizations.	2.h) By the June 2009, the partners will publish a curriculum sampler that provides exemplary lessons and units, examples of uses for arts professionals and school districts, annotated bibliography of research, and highlights of effective school and out-of-school programs.	Low		ODE & AL	Nov-07	Jun-09	0%
X	89								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
MCZ	91	Provide Web-based, research-based, communication materials that address important topics (such as arts and literacy, arts and the creative workforce, and arts and social and academic development) to citizens, arts professionals, legislators and other interested parties in partnership with the National Assembly of State Arts Agencies (NASAA) and the National Endowment for the Arts (NEA).	3.a) By June 2009, 50 targeted users (across the nation and in Ohio) will pilot the research-based, communication tool kit, as assessed by the development of short articles, press releases and letters to the editors, etc., and interviews of users by an outside evaluator.	High	3. State and local entities, along with the wider community, demonstrate a commitment to increasing access to arts learning for children, youth and adults.	Point Person Mary Campbell-Zopf OAAE, ODE, NASAA Arts Education Advisory Cmte., SAAs & AL	Jul-06	Jun-09	75%
JH	92		3.b) By June 2008, 70% of the 50 targeted users, using the field-tested communication tool kit, will have reached a wide range of public audiences, as documented through coverage in local media, program newsletters, meeting presentations, etc.	Medium		Point Person Jeff Hooper OAAE, ODE, NASAA Arts Education Advisory Cmte., SAAs & AL	Jan-08	Jun-08	60%
JH	93	Develop a partnership plan to scale up the communication pilot for broader use across Ohio.	3.c) By June 2008, 25 Ohio communities will have used the communication tool kit, as assessed by plan's stated outcomes.	Medium		Point Person Jeff Hooper OAAE & AL	Oct-07	Jun-08	60%
MCZ	94	Host two forums, one per year, for cooperating entities (state arts agencies, state alliances for arts education, state arts education associations, ODE, Ohio Alliance for Arts Education (OAAE), OCA) that result in a coordinated plan for communication and policy enhancement or development.	3.d) By June 2009, important arts learning policies will be in place for state and local work, as assessed by those documents.	Low		Point Person Mary Campbell-Zopf ODE, OAAE & AL	Jul-07	Jun-09	50%
X	95								
SF	96	Convene a forum of researchers, practitioners and policy-makers to discuss the status of arts education research in the nation and state.	4.a) By June 2009, arts education research priorities will be identified by universities, funders, state arts education associations, the ODE, and the OAAE, as documented by the established research agenda.	High	4. A wide variety of audiences, including parents and policymakers, understand the nature of teaching and learning in the arts through credible research and scholarship.	Point Person Shannon Ford AL, ODE, OAAE & PIO	Aug-08	Jun-09	20%

X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
JH	99	Develop and implement in partnership with ODE, as three-year professional development outreach effort for school districts and their arts partners involved in the School Leaders Initiative. The effort will include workshops (standards-based curriculum development, grants writing and advocacy) in individual districts.	5.a) By June 2008, 95% of the school districts and their arts partners in the School Leaders Initiative will express satisfaction with their professional development experiences, as assessed by surveys and interviews.	High	5. District and school administrators and other education leaders understand, value and support K-12 academic programs that include learning in the arts for all students.	Point Person Jeff Hooper AL, ODE & PIO	Jul-06	Jun-08	75%
JH	100		5.b) By June 2008, school districts and their arts partners in the School Leaders Initiative will have plans for using new knowledge and skills in their work, as assessed by work plans, follow-up surveys and interviews.	Medium		Point Person Jeff Hooper AL & ODE	Jul-07	Jun-08	0%
JH	101		5.c) By December 2008, 80% of the school districts and their arts partners involved in the School Leaders Initiative will have position statements that support learning in the arts for all students.	Medium		Point Person Jeff Hooper AL & ODE	Jun-08	Dec-08	0%
JH	102		5.d) By June 2009, 80% of the school districts and their arts partners involved in the School Leaders Initiative will have adopted and implemented standards-based curriculum and assessments in their districts, as assessed by those materials, interviews and articles.	Medium		Point Person Jeff Hooper AL & ODE	Dec-08	Jun-09	0%
X	103	GOAL 4							
X	104	Encourage and facilitate widespread participation in the arts							
X	105								
X	106	<i>Goal Stated as Outcome: Participation in the arts is widespread.</i>							

X	108	Value Statement:							
X	109	All people deserve the opportunity to access and participate in quality arts experiences. Through the arts people find personal fulfillment and give voice to their ideals, aspirations, and dreams.							
X	110								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
		Highlight the participation barriers concept with OAC constituents through the Web site and other electronic means.	1.a) By December 2008, 50% of FY08 and FY09 applications will demonstrate understanding of the practical, perceptual and/or experiential barriers affecting the organization, as assessed through a quality rubric used by OAC staff.	High	1. Grantees demonstrate increased success in overcoming practical, perceptual and experiential barriers to participation in their activities/programs.	Point Person Dan Katona OSCD & PIO	Jul-06	Dec-08	40%
DK	112	Revise the organizational final report process to ensure grantees can adequately report on their work overcoming barriers to participation.	1.b) By December 2008, 40% of FY08 final reports will document specific examples of organizational efforts to overcome practical, perceptual and/or experiential barriers to participation, as assessed through a quality rubric used by OAC staff.	Low		Point Person Kevin Cary OSCD, PIO & GACS	Jul-06	Mar-09	0%
KC	113	Identify and share grantees' stories describing successful efforts to overcome barriers to participation.	1.c) By December 2008, 25% of FY08 final reports will document success in the organization's efforts to overcome practical, perceptual and/or experiential barriers to participation, as assessed through a quality rubric used by OAC staff.	Low		OSCD & PIO	Jul-06	Mar-09	0%
X	114								
X	115								
		Develop strategies to explain and demystify the process of broadening, deepening and diversifying participation through the grant application and panel training processes.	2.a) By December 2008, 75% of organizational grantees can describe specific strategies they are using to broaden, deepen and/or diversify participation in their activities/programs, as documented in their grant applications.	High	2. Community members broaden, deepen and diversify their participation in Ohio's arts and cultural activities.	Point Person Dan Katona OSCD & PIO	Jul-06	Dec-08	40%
DK	116	Provide resources, tools and training to constituents designed to strengthen their ability to identify and secure funding from local sources.	2.b) By December 2009, cash and in-kind contributions from local sources will increase 15% from FY06 levels, as documented by FY08 organizational final reports.	Low		OSCD & PIO	Jul-06	Dec-09	0%
X	117	Provide resources and tools designed to assist and connect organizations doing arts programming in non-traditional venues.	2.c) By June 2009, thirty (30) arts and cultural institutions have received OAC support in producing or presenting arts programming in non-traditional venues.	Medium		Point Person Susan dePasquale OSCD & GACS	Jul-07	Jan-09	20%
SD	118	Document and share agency programs (e.g., IMPACT, international programs, Riffe Gallery exhibitions, etc.) that demonstrate models of attracting non-traditional participants.	2.d) By June 2009, at least five specific examples of exemplary arts programming produced by the OAC provide documented models of effective means to attract new and non-traditional participants to arts programs, as assessed through a quality rubric used by staff.	Medium		Point Person Dan Katona Riffe, International, IC & OSCD	Jul-06	Jun-09	15%
DK	119								
X	120								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
		Track and categorize application increases from non-arts organizations to OAC grant programs between FY06 and FY09 to inform future program policy recommendations.	3.a) By December 2009, applications from non-arts organizations offering arts activities and programming will increase by 25% over FY06 levels, as assessed by OAC staff.	Low	3. Community dialogue about the impact and importance of arts and culture creates an environment conducive to participation.	Point Person Dan Katona OSCD, PIO & GACS	Jul-06	Jan-08	5%
SW	122								

X	123	Compile and share public value stories from a variety of sources (Take pART, constituent surveys, OLGA data, etc.).	3.b) By June 2009, 250 stories documenting the public value of the arts in Ohio and representing a variety of community voices from all regions of the state will be used in planning, education or published report(s).	Medium		Point Person Karine Aswad OSCD, PIO & GACS	Jul-06	Jun-09	5%
JE	124	Conduct a Listening Tour of the state in advance of the OAC 2009-2012 Strategic Plan to discover what's important to the public, to individuals and to communities.	3.c) By December 2008, OAC staff will understand the needs and aspirations of at least 500 Ohio citizens from a wide variety of communities and constituencies, as assessed through tour transcripts, informal conversations with constituents and observations by OAC staff.	Medium		Point Person Jodie Engle PIO & OSCD	Jan-08	Jun-09	25%
X	125	GOAL 5							

X	126	Foster vibrant and healthy communities through the arts						
X	127							
X	128	Goal Stated as Outcome: Communities thrive through the presence of the arts.						
X	129							

X	130	Value Statement:							
X	131	The arts uniquely evoke and reflect a community's sense of place and identity. By celebrating beliefs, exploring ideas, and nurturing							
X	132	mutual respect and understanding, the arts contribute to the vitality, health and sustainability of a community.							
X	133								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
		Provide a research-based, community development strand to PIO for use in the OAC's future marketing campaigns.	1.a) By June 2009, the OAC will have materials to use in future marketing campaigns to highlight the ways in which the arts impact community vitality and development.	Medium	1. Community members understand that Ohio's creative industries, artists, and organizations are integral to their community's development.	Point Person Katherine Eckstrand PIO, OSCD, OAL, IC	Jan-07	Jun-09	50%
KE	135	Develop a research plan for the State of the Arts Report (SOAR) II.	1.b) By June 2009, Phase One of the SOAR II research plan (review of SOAR I materials, hire research firm, develop survey instruments, etc.) will be complete.	High		Point Person Katherine Eckstrand All OAC & outside research firm	Nov-07	Jun-09	25%
KE	136								
X	137								
X	138	Research and post a list of research-based materials on arts-related economic and community social development on the OAC Web site.	2.a) By June 2007, all OAC Web site visitors will have access to research-based materials on how the arts impact economic and social community development.	Low	2. Citizens understand and apply information about how the arts enhance communities.	CD, PIO, NASAA & AFTA	Jul-06	Dec-08	25%
		Work with PIO to set up meetings with and development materials for relevant agencies in the new administration.	2.b) By December 2008, relevant state agencies will understand how the arts impact economic and social community development, as assessed by meeting transcripts and follow up communication.	Medium		Point Person Katherine Eckstrand PIO, ED, DD & OCA	Jan-07	Dec-08	20%
KE	139								
X	140	Disseminate researched information of community development lessons learned from regional Wallace, BSRAI, Animating Democracy, AAP, or other relevant sites.	2.c) By June 2008, arts organizations will have access to lessons learned from community development projects as made available in OAC Working Papers.	Low					
KE	141	Collect and analyze public value stories from the final reports and produce a Public Value Report, documenting how the arts impact economic and/or social community development in Ohio communities.	2.d) By June 2009, OAC's Public Value Report will be distributed to artists, arts organizations, and government offices throughout all 88 counties.	High		Point Person Katherine Eckstrand OSCD, AL, PIO, GACS	Jan-08	Jun-09	20%
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
		Work with OCA or other partner to develop a set of community development advocacy tools and related training about how the arts contribute to economic and social community development for use by artists and arts organizations.	2.e) By June 2009, at least 25 artists and 25 arts organizations will advocate how the arts contribute to development in their communities through programs, newsletters, and other media coverage.	Low	(continued from above)	CD, IC, PIO, AL & OCA	Jul-07	Jun-09	0%
X	143								

X	144								
		Conduct staff training sessions on ADA laws and methods of inclusion, including some people with disabilities as workshop leaders.	3.a) By December 2007, all OAC staff will be better prepared to assist communities in techniques of inclusion and ADA compliance, as assessed by pre- and post-surveys.	High	3. Communities recognize and support accessibility in arts activities.	Point Person Kim Turner OSCD & PIO (for web resources)	Jan-07	Dec-07	100%
KT	145								
		Administer an accessibility questionnaire to arts organization grantees to determine a baseline of knowledge/needs.	3.b) By June 2009, OAC programs and services for arts organizations in the areas of accessibility/ADA are needs based, as assessed by questionnaire responses and informal conversations with constituents.	Medium		Point Person Kim Turner OSCD, PIO & GACS	Jun-07	Jun-09	15%
KT	146								

X	147	Deliver at least four regional workshops (one in each region) on identified areas of need in accessibility and Americans with Disabilities Act (ADA) compliance, including some people with disabilities as workshop leaders.	3.c) By June 2009, at least 50 arts organizations will be better prepared to implement techniques of inclusion and ADA compliance, as assessed by pre- and post-surveys.	Low		OSCD, PIO & Partners TBD	Sep-07	Jun-09	0%
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KT	149	Develop a plan for panelist recruitment that ensures diverse representation.	4.a) By FY10, OAC organizational panels will reflect a commitment to diversity through a 20% increase over FY06 in the number of diverse panelists.	High	4. Communities recognize and support diversity through arts activities, participation, and resources.	Point Person Kim Turner OSCD, AL, IC & GACS	Jul-07	Jul-09	10%
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KE	150	Oversee an assessment process to determine the current needs of Ohio's culturally diverse arts organizations.	4.b) By December 2008, OAC has credible data and recommendations from which to plan future diversity initiatives, as assessed by constituent responses to an informal survey and conversations.	Medium		Point Person Katherine Eckstrand OSCD & OAC staff	Jan-07	Dec-08	60%
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X	151								
		Disseminate researched information about how artists and arts organizations have participated in their community's development process.	5.a) By June 2009, artists and arts organizations will use information from a published OAC monograph about how communities have successfully integrated the arts in their community's development planning, as assessed by constituent survey responses.	High	5. Members of the arts sector are active participants in their community's development.				
KE	152								
X	153	GOAL 6							
X	154	Sustain and cultivate strategic partnerships that broaden support for the arts							
X	155								
X	156	<i>Goal Stated as Outcome: Support for the arts broadens as a result of strategic partnerships.</i>							
X	157								

X	158	Value Statement:							
X	159	Shared resources enable arts and cultural organizations to strengthen their capacity and broaden their reach to the citizens of Ohio. When organizations							
X	160	form strategic partnerships, bonds are made between community members in the state, the nation and the world.							
X	161								
X	162								
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
PB	164	Develop resources for organizations to share their similar interests so that collaborations will be developed which will improve their professional capacity; resources may include a database of interested applicants on the agency Web site and the promotion of networking opportunities at OAC-sponsored events.	1. a) By June 2009, at least 15 arts organizations will begin partnerships designed to improve their professional capacity with the help of OAC-designed networking resources, as assessed by an electronic survey.	Medium	1. Organizations with similar goals form partnerships that improve their professional capacity.	Point Person Katherine Eckstrand OGACS, PIO, IT	Apr-08	May-09	0%
JS	165	Encourage and promote collaborations between organizations through the Capacity Building program.	1.b) By June 2009, 12 partner-based applications will be submitted to the Capacity Building program for projects.	Medium		Point Person Jim Szekacs PIO & OSCD	Jul-07	Jun-09	50%
X	166	Solicit examples of successful partnerships that improved professional capacity within organizations, and highlight selected examples through agency Web site and publications.	1.c) By June 2009, ten collaborating organizations will document and report how these collaborations improved their professional capacity, as documented through agency Web site and publications.	Medium		Point Person Katherine Eckstrand OSCD, AL, PIO	Jul-07	Jun-09	0%
X	167								
KCA	168	Post information on the OAC Web site related to effective non-traditional partnerships (including excerpts from <i>FTL, The Appreciative Journey: A Guide to the Development of Cultural Exchanges</i> and examples from the field); market this resource through agency Web site and publications.	2.a) By June 2009, 100 arts organizations will have accessed information on how to engage in successful collaborations with non-traditional organizations by visiting online OAC resources describing successful partnerships.	Medium	2. Arts organizations reach a wider segment of their communities through non-traditional partnerships.	Point Person Kathy Cain Special Committee, OSCD, PIO, IT	Sep-07	Jun-09	0%
JG	169	Create and implement a moderated story-sharing area on the OAC Web site that will allow constituents to share their experiences on how the arts have made an impact on their life through non-traditional arts partnerships.	2.b.) By June 2009, 50 stories will be submitted through the Take pART program on the OAC Web site.	Medium		Point Person Jami Goldstein PIO & IT	Dec-07	Jul-09	6%
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
X	171	Provide professional development training for OAC staff by exemplary professionals from the public and private sector in such areas as marketing, customer service, strategic management, ADA/diversity, policy development and data management.	3.a) By September 2008, OAC programs and processes will be strengthened through research, information sharing, and resources provided by representatives from the public and private sector, as assessed by pre- and post-surveys and work samples.	Medium	3. Partnerships with the public and private sectors advance OAC's vision and mission and strengthen its operations.	Point Person Katherine Eckstrand OAC Staff	Aug-06	Sep-08	50%

X	172	Research area colleges and university programs that would inform and relate to current agency work. Develop and facilitate bi-monthly educational topic based discussions on current trends in our developing sector with the staff.	3.b) By December 2009, OAC learning opportunities will be informed through information derived from partnering educational institutions with 80% of staff indicating that these learning opportunities are applicable to their daily work, as assessed through surveys and work samples.	Low		OAC Staff	Jan-08	Dec-09	0%
KE	174	Lead OAC staff through an in-depth review with existing partners, to determine OAC programming strengths and weaknesses. Conduct the review and apply the assessments to our practice.	3.c) By June 2009, OAC programs and processes will become more effective by educating the OAC staff on grantees needs, as assessed by a survey.	Low		Point Person Katherine Eckstrand Special committee	Jan-08	Jun-09	0%
KS	175	Revisit agreements with major partners to confirm priorities and responsibilities and identify new opportunities for 2007-2009.	3.d) By January 2008, OAC's major partners understand the OAC's strategic direction and their roles in collaborative work through 2009, as assessed through partnership agreements. Alliance of Artists Communities Arts Midwest Division of Travel and Tourism Headlands Center for the Arts Fine Arts Work Center in Provincetown National Assembly of State Arts Agencies National Endowment for the Arts Ohio Alliance for Arts Education Ohio Arts Foundation Ohio Arts Presenters Network Ohio Citizens for the Arts Ohio Department of Education West Virginia Commission on Arts and Culture	Medium		Point Person Kathy Signorino PIO	Jul-07	Jan-08	60%
JG	176	Conduct public relations campaign to promote the dissemination and use of <i>The Appreciative Journey: A Guide to the Development of Cultural Exchanges</i> .	3.e) By June 2008, 1,000 guides will be purchased by a world-wide audience including those individuals and organizations interested in international cultural exchanges and projects	Medium		Point Person Jami Goldstein International	Jul-07	Jun-08	30%
X	21	Action	Performance Target	Target Priority	Short-Term Outcome	Responsibility	Start Date	End Date	Percent Complete
JG	177	Support consultancies, workshops, artist residencies and Web-based resources that are part of <i>The Andes Exchange: Animating Democracy through Arts and Culture</i> , a U.S. State Department funded project in Chile.	3.f) By June 2008, participating individuals and organizations in the <i>Andes Exchange</i> will express satisfaction with their professional development experiences and be able to cite specific examples of how those experiences are being applied in their work, as assessed through participant surveys and interviews.	Medium	(continued from above)	Point Person Jami Goldstein International	Jul-07	Jun-08	80%

Major work is being accomplished through <i>Guidelines</i> Working Group.
On hold.
Approximately ten visits have been made to six of the eight least-served counties, with additional visits planned in 2008 (including during the IMPACT tour and Listening Tour).
Begun research on FY07 final reports. Key people have been identified. Work plan will need changes: limited travel, using conference calls, bring people to OAC for meetings, etc. Minor hold at this point: would require set-aside in Capacity Building funds.

Eleven apps received for FY08.
Three additional media sponsors on board and one state arts agency.
On hold.
On target.
Update on Status
Begun research on FY07 final reports.
This requirement was added to <i>Guidelines</i> in July 2007.

Update on Status
On hold until after the Listening Tour. Awaiting budget to determine the feasibility of the campaign and possible fund-raising efforts. Agency brochure has been printed and released.
On hold. Conference planning delayed until after FY09 due to budget constraints.
Nearly 100% of grantees have completed requirements; logo check conducted on FY07 final reports, to be repeated on FY09 final reports in fall of 2009.
By June 2009 there will be four years of statistics available in spreadsheet form.
Meetings on hold until 2008.
Take pART campaign underway as of January 2008.
Update on Status
Work will begin in FY09.
Work will begin in FY09.





Update on Status
On hold.
The first set of grant workshops was conducted in the fall of 2006 as part of Fall Conference; additional workshops held in 2007 at Fall Conference as well as Toledo, Cleveland, and other sites. Performance target met. FY09, 109 requests from 30 counties: 12 requests from App. Areas [five counties -- Athens, Washington, Perry, Scioto, Clermont]; and 66 requests from urban areas [seven counties -- Cuyahoga, Franklin, Hamilton, Lucas, Mahoning, Montgomery, Summit].
In FY08, two applications successfully serving early learners and 11 successfully serving adults (two focusing on seniors) completed.
Curator tours now offered with each exhibition (four times per year).
Update on Status
Professional development experiences were conducted in the fall of 2006 and 2007 as part of the Promoting Creativity Conference; additional workshops are scheduled.

Symposium held in fall 2007; target reassessed and alternative methods proposed; action phased out.

OGT has finished compiling data and working through final technical issues.

On hold.

On hold.

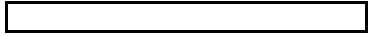
Seven booklets designed and edited; *FTL* is currently at printer; marketing plan is being developed.

Twenty Arts Learning managers have read materials and have contributed quotes to each of the seven booklets.

On hold.
Update on Status
<p>Tool kit is posted on the NASAA Web site and is being used; evaluator to be contracted. Since its posting, the toolkit is ranked 2nd for items downloaded from the NASAA Web site.</p>
<p>Tool kit is available; promotion plan is being developed.</p>
<p>Tool kit is available; promotion plan is being developed.</p>
<p>Committee for Arts and Innovative Thinking (CAIT) created by ODE in June 2007; making policy recommendations and coordinating strategy.</p>
<p>CAIT initiated by ODE and OAC have identified need for data on availability of arts instruction and access to the arts in Ohio schools as critical to the development of arts education policy.</p>



Update on Status
Professional development experiences continue to be made available to school leaders. 74% of educators rated professional development activities as 'very valuable.'
On hold.
On hold.
On hold.



Update on Status
Rubric nearly complete; staff review to begin in fall 2008.
On hold. Final report revision process being aligned to work completed with Kelly Barsdate of NASAA by fall 2008.
On hold.
Rubric nearly complete; staff review to begin in fall 2008.
On hold.
Committee studying effective resources, means of connecting constituents, mapping ongoing programming, defining "non-traditional."
Basic rubric under development; projects under selection for inclusion and documentation.
Update on Status
Baseline being established for comparison in future strategic plans.

Work beginning in summer 2008 in alignment with Take pART program.

Extensive work completed including site selection. The tour will be divided between two years (beginning in the fall of 2008) to lessen financial burden.

Update on Status
CD annotated bibliography complete & sent to AFTA for their review and input.
Staff advisory group meets bi-monthly; staff input teams have met twice; draft initial survey complete; RFP for research firm in process.
Annotated bibliography of arts-related and research-based materials has been compiled and is at AFTA for review.
Meetings with the Governor's Office of Appalachia and Ohio Dept. of Travel and Tourism; need to meet with management to determine what agencies to target.
Target deleted.
Met with OGACS, PIO, AL. First report will be a pilot report and will focus on Arts Partnership grantees. Report will be online, due to limited funding.
Update on Status
On hold.

Two staff trainings held; pre- and post- surveys done.
On hold. Process has been temporarily halted due to a leadership changeover at VSA arts of Ohio.
On hold.

In process. Baseline is being determined for FY06 to compare with succeeding years.

Conducted several interviews; expanded/updated culturally diverse database; implemented BCDI grant program; Workshop for diverse arts leaders to be held in Columbus in June 2008.

Target deleted.

Update on Status
Work will begin in summer 2008.
We had six applications that have been submitted in FY08.
Work will begin in summer 2008.
Work will begin in summer 2008.
There are three stories submitted through Take pART that speak to this subject.
Update on Status
We are accessing our current partnership, engaging speakers and researching potential partners.

On hold.
On hold.
Communication going out to committee this month to discuss next steps.
We are continuing to market through NASAA members and the Andes-Exchange Web site. Currently exploring the possibility of securing funding to translate it into Spanish.
Update on Status
The final report for the dept. of state grant is due June 30. At that time, the project will be 100% complete.
