



Strategic Plan

October 1, 2020 – September 30, 2022

MISSION STATEMENT

Michigan Arts Access promotes creativity, education and accessibility to the arts for people with disabilities.

VISION STATEMENT

MICHIGAN Arts Access works to create an inclusive society where people with disabilities participate in, learn through, excel in, and enjoy the arts.

GUIDING PRINCIPLES

1. We respect people and focus on their abilities, not their disabilities.
2. We believe that the arts promote understanding and communication among all people.
3. We believe that the arts, in their many forms, enhance an individual's humanity.
4. We believe that the arts are more than a product, there are also a process.
5. Every person deserves access to appropriate learning experiences in the arts.
6. All artists in schools should be appropriately prepared to include students with disabilities
7. All children, you and adults with disabilities should have complete access to community cultural facilities and activities.
8. All individuals with disabilities who aspire to careers in the arts should have the opportunity to develop their skills in their chosen art form.

GOAL STATEMENTS

Goal A: Develop and facilitate programming that meets the needs of children and adults with disabilities at local regional and state levels.

Goal B: Secure adequate funding, staff, and facilities for program growth.

Goal C: Increase awareness of MiAA, externally (general public, funding sources, government, educators, news media) and internally (individuals and families with disabilities, service providers, volunteers, artists, educators).

Goal D: Develop and maintain a strong group of volunteers for board and committee membership.

GOAL A: Develop and facilitate arts programming that meets the needs of children, youth and adults with disabilities statewide

Strategy #1: Implement Statewide Programs				
Tactic	Activities	Persons Responsible	Time Line	Budget
Facilitate and support Artists-in-Residence programs statewide	<ol style="list-style-type: none"> 1. Identify funding sources and collaborate with ISD and local school districts to write grants 2. Recruit & train artists 3. Conduct pre-residency PD 4. Manage curriculum development, scheduling, data collection & reporting 	Executive Director, Education Coordinator, Regional Affiliate Program Chair, School District Leaders	January – establish ISD contact and interest March – define program scope and budgets October – Initial meeting Nov. & Dec. – PD January – implementation and begin new cycle	Staff time and volunteer time, artists’ fees, art supplies and mileage
Support existing Club Create programs	<ol style="list-style-type: none"> 1. Contract artists 2. Raise funds 3. Provide financial management 	Executive Director	Monthly meetings with each director and artist contracting Ongoing collaboration with fundraising	Staff time Artists’ fees, art supplies
Nurture Club Create programs in new areas of the state: Macomb, Marquette, Petoskey, Gratiot and Isabella Counties	<ol style="list-style-type: none"> 1. Identify local individuals who may be interested in developing clubs 2. Work with these people to identify location and potential member audience 3. Use MiAA Club Create Implementation Kit 	Executive Director Identified new Club Create Directors Current Club Create Directors	Identify Directors by November 2020. Develop & implementation timeline with New Directors for FY 2020-2021	Travel funds Staff time and volunteer time

<p>Create an online marketplace for student and adult artwork</p>	<ol style="list-style-type: none"> 1. Develop a product gallery on the website 2. Create the pay portal 3. Create guidelines for submission of images 4. Create artists release form and contract 5. Work with affiliates, Club Create Chapters and artists with disabilities to market for products 	<p>Visual Arts Coordinator Executive Director Club Create volunteers</p>	<p>Summer 2021 Implement fall of 2021 Expand sales and marketing 2022</p>	<p>Web development fee and staff time</p>
<p>Develop a new approach to the former Emerging Artists Touring Exhibit</p>	<ul style="list-style-type: none"> • Advocate for local exhibits in our 6 regions • Create online gallery for student and adult work • Develop a nominating process for exceptional work from local exhibits • Identify a business with offices in each of our regions to champion a touring exhibit • Develop materials and guidance for submitting work to the national Call for Art at the Kennedy Center 	<p>Visual Arts Coordinator Executive Director Regional Affiliate Committee Members</p>	<p>Fall of 2020 discuss with affiliates Ongoing work to identify a statewide corporate partner</p> <p>Delayed due to Covid19</p>	<p>Staff time Possible materials and web development expenses</p>

Strategy #2: Strengthen the Affiliate Network

Tactic	Activities	Persons Responsible	TimeLine	Budget
Increase statewide participation in MiAA programs and services	Aggressively market statewide program opportunities to the field	Executive Director and Board members	Ongoing	Staff time
Provide technical assistance and support to existing affiliates	<ul style="list-style-type: none"> > Establish ongoing communication > Join monthly affiliate meetings > Provide assistance with: <ol style="list-style-type: none"> 1. Program planning 2. Fund development 3. Promotion 4. Volunteer recruitment 	Coordinator of Outreach, Executive Director and select board members	Monthly meetings and ongoing phone and digital communication as needed	Travel funds Staff and volunteer time
Nurture new Affiliates, especially in underserved areas – areas to be determined	<ol style="list-style-type: none"> 1. Make contacts in targeted communities and identify interested individuals 2. Conduct orientation meetings with identified individuals 3. Collaborate with Affiliate volunteers and develop plans for programming 4. Provide technical assistance with fund development and promotion 	Coordinator of Outreach and Executive Director	Create timeline with dates aligned to Activities section	Travel funds and staff time

Strategy #3: Provide professional development and training				
Tactic	Activities	Persons Responsible	Time Line	Budget
Ensure we have well trained teaching artists in our 6 regions (Copper Country, Marquette, Tip of the Mitten, Gratiot Isabella, Genesee, Metro Detroit)	Create a Community of Practice Cohort <ul style="list-style-type: none"> • One year program for all teaching artists with little or no experience working in our programs • Includes face-to-face training, monthly online sessions and observation or guided practice 	Executive Director and Education Coordinator	Begin first cohort fall of 2020	Training and travel funds Mentoring artist fee for guided practice Staff time
Offer professional development regionally for teachers and administrators	<ol style="list-style-type: none"> 1. Create 2-3 professional development offerings in ½ day, full day and multiple day formats 2. Create a marketing plan to sell to schools and ISDs 	Executive Director and Education Coordinator	Create offerings and marketing plan in summer of 2020. Begin marketing fall of 2020	Staff time Fee for service
Pre Artists-in-Residence programs workshops	Bring educators and teaching artists together to plan and develop curricula for residency programs	Education Coordinator and Executive Director	Aligned with AIR program implementation	Staff time Presenter Fees Travel expenses

Strategy #4: Create an inclusionary arts and cultural community (Access and Advocacy)

Tactic	Activities	Persons Responsible	Time Line	Budget
Increase understanding of disability and awareness of the MiAA Cultural Access Program	<ol style="list-style-type: none"> 1. Market our Cultural Access Program in 4 Constant Contact messages per year and in ads in our newsletter (Did you mean website?) and on our social media 2. Highlight best practices in our newsletter 	Inclusionary Arts Coordinator Marketing Coordinator Executive Director	Begin with fall 2020 CC message newsletter	Staff time and fee for service
Encourage performing and visual arts venues to make accommodations for patrons	<ol style="list-style-type: none"> 1. Find funding partners such as MCACA. 2. Become involved with MACA since this is the focus of their mission. 3. Use ADA30 to highlight access issues 4. Identify venue accessibility in anticipation of bringing Candoco Dance Company to Michigan. 	Executive Director, Outreach Coordinator and Inclusionary Arts Coordinator	As soon as possible	Staff time
Highlight the diverse talent of people with disabilities in Michigan	We need specific activities here...this is the tactic...Create a statewide online festival to showcase the talents of children and adults with disabilities. Have a directory of artists who have their own websites. Have classes by people who openly identify as disabled.	Executive Director Select Board Members Regional Affiliates Festival Coordinator	Ongoing (separate project plan is being created)	Staff time Funds for platform, marketing and artist presenters
Support activities that help artists and patrons of the arts with disabilities understand the rights afforded them for equal access to art	Partner on the ADA Everyday Programs <ul style="list-style-type: none"> • Fiscal agent • Attend all meetings • Help facilitate online events • Manage all aspects of the live celebration 	Inclusionary Arts Coordinator Executive Director Outreach Coordinator Affiliate Reps	Ongoing (Several project plans for the various activities have been created)	Staff time Artist fees Venue fee Materials fees

GOAL B: Secure adequate funding to support program growth

Strategy #1: Increase support from a variety of corporate and nonprofit entities to meet annual statewide programmatic needs				
Tactics	Activities	Persons Responsible	Timeline	Budget
Increase ability to garner funding from corporations, nonprofit funders and service groups	Develop a list of possible donors and program sponsors. Create short and long-term development strategies with calendar of deadlines for making solicitations.	Fund Development Committee, Executive Committee and Executive Director	October 31, 2020 for initial list. Ongoing updates of potential donors	Staff time
Approach potential donors for funding	<ul style="list-style-type: none"> ◆ Make introductory calls ◆ Send letters, brochures and other informational materials ◆ Make follow-up calls ◆ Schedule face-to-face appointments ◆ Make presentations ◆ Nurture relationships ◆ Submit proposals ◆ Submit reports ◆ Invite donors to Annual Meeting 	Fund Development Committee and new hire	Ongoing	Staff time
FY 2021 Goal = \$50,000				
FY 2022 Goal = \$100,000				

Strategy #2: Increase support from foundations to meet annual statewide programmatic needs

Tactic	Activities	Persons Responsible	Timeline	Budget
<p>Increase ability to garner funding from foundations</p> <p>Operational support:</p> <ul style="list-style-type: none"> • Kresge Foundation • Erb Family Foundation <p>Programs and Services</p> <ul style="list-style-type: none"> • Skillman Foundation • Ruth Mott Foundation • Various community foundations 	<p>Identify program officers, contact, meet and determine funding priorities. Create short and long-term strategies with calendar of deadlines for making applications. Develop budgets and narrative proposals; assemble support materials; submit applications.</p>	<p>Fund Development Committee, Executive Committee Executive Director</p>	<p>Ongoing</p>	<p>Staff time</p>
<p>FY 2021 Goal = \$250,000</p> <p>FY 2022 Goal = \$300,000</p>				

Strategy #3: Develop bi-annual private donors campaign to achieve a minimum 25% annual increase				
Tactic	Activities	Persons Responsible	Timeline	Budget
Achieve 100% board giving to Michigan Arts Access	Develop and adopt a “Give or Get policy	Board members led by Board Chair	Oct 2020 – Sept 2021	Staff time
Develop a “high potential” donor database of donors within the past three years to improve “hit” ratio and allow for “one-on-one” Board contact	<ul style="list-style-type: none"> Review current friends list for the past 3-year history Have Board members add new names to the list at the rate of ten names per campaign Continue to track donor giving and provide Board members with an updated lists of donors Cull inactive donors 	Executive Director All Board members Executive Director Executive Director	<ul style="list-style-type: none"> October and January November and March Monthly September and January 	Staff time Consider fundraising software purchase
Launch biannual campaign to achieve 25% annual improvement	<ul style="list-style-type: none"> Compose and produce donation request and communication materials Prepare packets and distribute to board members Personalize letters Mail letters Make follow-up calls Evaluate effectiveness 	<ul style="list-style-type: none"> Executive Director and Fund Dev Committee Executive Director Board Members Board Members Board Members Executive Director and Fund Dev Committee 	<ul style="list-style-type: none"> Sept/Feb Oct/Mar Nov/April Nov/April Dec/May Jan/June 	\$350 and staff time
FY 2021 Goal = \$12,000				
FY 2022 Goal = \$20,000				

Strategy #4: Maintain and expand support from government and government supported organizations

Tactic	Activities	Persons Responsible	Timeline	Budget
Complete annual application to The Kennedy Center	<ul style="list-style-type: none"> Determine program to apply for funding Develop and submit application 	<ul style="list-style-type: none"> Board members and Executive Director Executive Director 	<ul style="list-style-type: none"> December 2020 March 2021 	Staff time
Complete and submit reports to the Kennedy Center	<ul style="list-style-type: none"> Gather info, complete and submit progress report Gather info, complete and submit final report 	<ul style="list-style-type: none"> Executive Director Executive Director 	<ul style="list-style-type: none"> February 2021 September 2021 	Staff time
Apply annually to MCACA for operational support, and submit final report	<ul style="list-style-type: none"> Gather info, complete and submit final report Gather info, complete and submit application 	<ul style="list-style-type: none"> Executive Director Executive Director 	<ul style="list-style-type: none"> October 30, 2020 June 1, 2021 	Staff time
Assist schools and school districts in applying for funding from MCACA	<ul style="list-style-type: none"> Meet with school officials, plan projects, assist with application process 	Education Coordinator District superintendents, special education administrators and school principals	June 1, 2021	Staff time
Assist schools and school districts in submitting final reports to MCACA	<ul style="list-style-type: none"> Gather data, present written report to schools and school districts Assist district administrators with reporting process 	Education Coordinator	July 2021	Staff time
Apply to National Endowment for the Arts	<ul style="list-style-type: none"> Research funding priorities, match with MiAA programs and services Make initial contact Prepare and submit application(s) 	Executive Director Board members	December 2020	Staff time
Establish City of Detroit Arts and Culture Department	Meet with Rochelle Riley and explore possibilities	Executive Director and MiAA board members	As early as possible	Staff time

Strategy #5: Increase the capacity of MiAA affiliate organizations to raise funding to support programmatic needs

Tactic	Activities	Persons Responsible	Timeline	Budget
Assist MiAA affiliates in developing prospect lists of local foundations and corporations for funding	<ul style="list-style-type: none"> Gather information, nurture relationships, plan fundraising strategies, write and send letters and proposals Gather data, write and submit reports on projects funded 	<ul style="list-style-type: none"> Executive Director, Affiliate Committee members Executive Director, affiliate fund development coordinators 	Ongoing	Staff time
Assist affiliate committees to prepare grant requests	Meet with district committees, plan, write and submit proposals	Executive Director, Outreach Coordinator, Affiliate Committee Member	November to May 1	Staff time
Assist affiliate committees to solicit funding from community service organizations	<p>Develop a list of possible donors and program sponsors.</p> <ul style="list-style-type: none"> Make introductory calls Customize and send letters, brochures and other materials Make follow-up calls Schedule face-to-face appointments Make presentations Submit proposals & reports 	Executive Director, Outreach Coordinator, Affiliate Committee Members	Ongoing	Staff time
Include affiliates in the bi-annual solicitations of contributions	<ul style="list-style-type: none"> Make a list of possible donors and program sponsor Customize materials and provide to affiliate members 	Executive Director, Outreach Coordinator, Affiliate Committee Members	Nov and May	Staff time

**GOAL C: INCREASE AWARENESS OF MICHIGAN ARTS ACCESS (MiAA)
EXTERNALLY AND INTERNALLY**

Strategy #1: Improve Board awareness and education				
Tactic	Activities	Persons Responsible	Time Line	Budget
Review and revise orientation process for new board members and refresher for existing board members	<ul style="list-style-type: none"> • Compile and share information electronically, including Board member roles and responsibilities, functions at any given time and facilitator/point person for each function • Create simple communication system 	Executive Director and Board members	Ongoing	Staff time
Conduct awareness and communication	Facilitate interactive sharing of programs, global issues, state and district issues	Executive Director and Board members	Ongoing	Staff time
Create a simple, easily maintained communications system	Establish and communicate process	Executive Director	Ongoing	Staff time

Strategy #2: Improve MiAA state and affiliate communication network

Tactic	Activities	Persons Responsible	Time Line	Budget
<p>Improve communication between state office, Affilates and Partner organizations</p>	<ul style="list-style-type: none"> • Survey affiliates to identify communications status and needs • Make personal visits to each affiliate • Conduct monthly phone or email conversations • Maintain email listserve updates and enhancements • Create online resource library/links • Online meetings • State office member included in all 	<p>Executive Director and Affiliate public relations coordinators</p>	<p>Ongoing</p>	<p>Staff time</p>

Strategy #3: Increase the visibility of MiAA statewide

Tactic	Activities	Persons Responsible	Time Line	Budget
Improve media and communication tools	Create communication “kits” for: media, Affiliates, and public at large	Executive Director and Affiliate public relations coordinators	Ongoing	Staff time, production costs
Improve and encourage media coverage	<ul style="list-style-type: none"> • Identify and update media contact information and lists • Use “free” PR as much as possible – PSAs, feature stories • Identify when paid advertising is needed, leverage \$/sponsors to cover 	Executive Director and Affiliate public relations coordinators	Ongoing	Staff time \$5,000
Improve communication with identified constituents: <ul style="list-style-type: none"> • Community • Parents • Teachers/Schools • Media • Elected officials • Public at large 	<ul style="list-style-type: none"> • Use school inservice days for communications • Send information to agencies • Strengthen ISD contacts 	Executive Director and Affiliate public relations coordinators	Ongoing	Staff time

GOAL D: DEVELOP AND MAINTAIN A STRONG GROUP OF VOLUNTEERS FOR BOARD AND COMMITTEE MEMBERSHIP

Strategy #1: Recruit, elect and orient new members to the Board of Directors			
Tactic	Activities	Persons Responsible	Time Line
Identify and nominate potential new board members	<ul style="list-style-type: none"> Encourage Board members to complete matrix; review board matrix and assess needs for expertise Contact potential nominees to determine interest; request resumes 	<ul style="list-style-type: none"> Board committee and Executive Director Board committee – Lillian Quickley, chair 	September 2020
Provide informational materials for potential board members online	Assemble materials, including: brochure, mission and history, description of programs and organizational structure and list of expectations of board membership	Executive Director	As needed
Elect new members	Present nominations, and elect new members	Committee chair	June 2021
Implement Board member orientation process	Notify and orient new members <ul style="list-style-type: none"> Initial orientation Assign Board member mentor Mini show & tell 	Board Chair, Executive Director and board members	June 2021-September 2021
Assign new members to board committees	Meet face-to-face to determine interests	Board Chair	During orientation process

Strategy #2: Elect Board Officers to Lead Michigan Arts Access (MiAA)			
Tactic	Activities	Persons Responsible	Time Line
Select leaders who are willing and able to serve	<ul style="list-style-type: none"> • Develop slate of officers • Present slate for election Note: Written ballot must be provided per bylaws	<ul style="list-style-type: none"> • Board committee 	September 2021

Strategy #3: Strengthen Board Committees			
Tactic	Activities	Persons Responsible	Time Line
Assess committee needs	Review Board matrix	Committee chairs	September 2020
Secure committee leadership	Appoint committee chairs	Board Chair	September 2020
Recruit and involve new committee members	<ul style="list-style-type: none"> • Assign Board members to committees • Recruit minimum of 3 non-board members for committees • Recruit people at large • Charge committees to meet between Board meetings in person or via phone and email 	<ul style="list-style-type: none"> • Board Chair and Executive Director • Committee chairs 	<ul style="list-style-type: none"> • September 2020 • October 2020-September 2021 • Ongoing • At least 4 times per year

Strategy #4: Develop MiAA Affiliate Committees and Partner Organizations

Tactic	Activities	Persons Responsible	Time Line
Continue to develop MiAA Affiliate committees: <ul style="list-style-type: none"> • Copper Country • Genesee County • Gratiot-Isabella • Marquette • Tip of the Mitten • Detroit Metro Area 	<ul style="list-style-type: none"> • Identify individuals to serve • Review Affiliation policies and guidelines • Recruit and appoint committee chairs • Guide committees through Affiliation process • Attend affiliate committee meetings • Assist committees with planning, program development, fundraising and promotion 	<ul style="list-style-type: none"> • Executive Director and/or designated board volunteers 	October 2020 – September 2021
Continue to recruit and support Partner organizations	<ul style="list-style-type: none"> • Plan collaborative programs and activities with existing Partners • Identify new organizations • Review Partner policies and guidelines • Guide through the Partner process 	<ul style="list-style-type: none"> • Executive Director and Affiliate committee members 	October 2020 – September 2021