Arts for Learning
The Indiana Affiliate of Young Audiences
Reaching Children Wherever They Are

Our Mission: Why We Exist

Arts for Learning Indiana, The Indiana Affiliate of Young Audiences, Inc.,
empowers children to achieve their creative and intellectual potential
through arts in education.

Our Vision: What We Dream About

Arts for Learning Indiana is the voice of arts in education in Indiana.
We shape opinion, convene resources, provide programming, and work collaboratively
with others to make the arts a part of every child's life
and assure a significant presence for the arts in every educational environment.

Our Values: What Guides Us

Arts for Learning Indiana values the right of every child
to have access to the arts and the participatory arts experiences
that unlock minds, expand lives, and fulfill creative and intellectual potential.
We work proactively with all stakeholders in a spirit of teamwork and collaboration
so that the arts are a part of every child's life and education

Our Goals, Strategies and Key Initiatives: 2017-2020

Definitions
Goal: a broad aim or desired outcome
Strategy: an approach or method for achieving a goal
Key Initiative: an actionable project, process or tool with
specific, measurable steps and assignments
for supporting a strategy

Goal #1: **Position Arts for Learning Indiana as the premier resource convener and provider of impactful arts in education programs in Indiana**

Success Measures
- Improve teaching and program impact
- Reach more students, especially in underserved areas
- Take full advantage of community resources
- Decrease duplicative efforts
- Identify program gaps

Strategy 1.1: Create strategic partnerships that leverage the credibility and "convening and connecting" reputation of Arts for Learning Indiana

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Conduct conversations about arts integration with existing partners and explore opportunities that arise	JFR, program staff	Conduct conversations about arts integration	Reach out to current partners about talking to curriculum partners/other administrators	Reach out to new partners	Ongoing
Bring new artists on to roster aligned with our program goals and client needs	SH, Program staff, HB	1) Explore and respond to client needs 2) Explore new strategies to reach artists in areas outside Indy	1) Implement new recruitment strategies 2) Work with current artists to display the positives of teaching artistry and working	Ongoing	Ongoing

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Develop project model for working with non-roster artists	SH, JFR, PP	Review current model and highlight areas for improvement	Create framework for AFL orientation and post-project follow up	Implement the improved framework	Review and continue improving
Take lead on convening arts education staff to share resources and explore needs	PP, JFR, Arts Council	Initiate 2 meetings during the year to explore general arts education needs and share best practices; target 10 local organizations	Hold quarterly meetings and increase the number of organizations participating	Increase diversity of the group through non-traditional arts groups and areas outside of Indianapolis and the donut counties	Influence clients and districts

Strategy 1.2: Study business models within and beyond the YA network and collaborate with partners to explore how an arts in education "hub" model might be successful in all or part of Indiana

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Research models	JFR, PP, Development, Development Committee	Explore with Arts Council	1) Pending conversations 2) Explore funding opportunities based on discussion	Pending conversations	Pending conversations

Goal #2: Build alliances and comprehensive programming to transform targeted communities through youth-based initiative

Success Measures
- Demonstrate community impact with specific examples and stories of changed lives, families and communities
- Leverage new location

Strategy 2.1: Collaborate with others to select a limited number of target communities each year and to build and implement comprehensive program plans for collective impact with a thoughtful and inclusive approach to community engagement

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Expand crime prevention and neighborhood revitalization through the arts (Fresh StART) to targeted communities with highest need and interest	PP, JC, KK, CT, HB, Development Committee	1) Implement Creating with Confidence/LRNG in Warren township 2) Complete the Neighborhood Stories at the Near Eastside and secure funding for extension plan with #15 as the anchor school 3) Secure funding for and create plan with #27 – Kennedy King Park 4) Build relationships with key stakeholders in Warren, Near Eastside, 16th & Park and Fountain Square neighborhoods.	1) Explore sustainability in Warren township and secure funding. 2) Extend the Neighborhood Stories project and Cloud Observatory with #15 and secure funding. 3) Implement plan at #27 – Kennedy King Park 4) Secure funding for Fountain Square	1) Implement extension project in Warren township 2) Deepen program with #15 and surrounding community; secure funding 3) Complete #27 – Kennedy King project; explore sustainability and secure funding. 4) Implement plan with Fountain Square	1) Explore sustainability and secure funding for extension 2) Implement extension program around #15 3) Extend project at #27 – Kennedy King Park
Implement participatory evaluation (PE) process	PP, KK	1) Pilot PE with Creating with Confidence project in Warren 2) Create PE plan for #27 – Kennedy King Park	1) Implement PE plan for #15 and create plan for SENSE	1) Assess use of PE in youth-led community development projects 2) Apply PE in other relevant projects	1) Use data for effective advocacy and compelling documentation

Strategy 2.2: Initiate and lead a community conversation to broaden the definition of community development to include arts in education

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Develop and implement a public arts integration series with experts in the field	JFR, JC, HB, PP, KK, Development Committee	1) Explore partnerships with outside organizations (TEDx, iMOCA, House Life Project, Big Car, Creative Mornings, Higher Education) and develop one public event based on funding and support 2) Work with Any Given child initiative and connect with families and people without children more	Develop and implement two public events based on funding and support	Repeat implementation of two public events and consider expanding to more events if feasible	Repeat implementation of two public events and consider expanding to more events if feasible
Develop Creativity Fest	HB, SH, JC, KK, Development Committee	1) Cultivate relationships with neighborhood partners: Insight, Indy Parks and Rec., Kroger, Marsh, Park 16 Apartments, Kennedy King Park, etc. 2) Invite teachers, community residents, and local PTA members to revamped artist showcase 3) Contract photographer to document teaching artists for marketing purposes 4) Cultivate and solicit corporate sponsorship and funding	1) Continue to foster existing neighborhood relationships and develop new ones 2) Aim to increase attendance 3) Contract videographer to document teaching artists for marketing purposes	Continue implementing Creativity Fest annually if feasible and direct resources to project evaluation to determine the impact of Creativity Fest on program bookings	Weigh the viability of more regular creating/artmaking events at our new location

Goal #3:   Build the capacity of Indiana teachers and Teaching Artists to help kids connect with the arts and learn from participatory arts experiences

Success Measures
- Build the capacity of Indiana teachers to regularly integrate the arts into their teaching to engage children in learning
- Attract and train the next generation of Teaching Artists
- Raise the bar for teaching artistry

Strategy 3.1: Research instructive models and develop a long-term professional development strategy for Teaching Artists (to include new learning programs, a more robust web-based toolkit, expanded opportunities to learn from each other, etc.)

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Prepare artists to teach in different environments (e.g., corporations, community nights with families)	SH, Programology	Select target environments	Create curriculum; implement pilot group	Implement widespread	Review and revise
Web training (Summer Advantage model; Lesson.ly; After School Network)	SH, Programology	Research models for web training and research costs	Develop content for online learning and find funding	Implement to current roster of artists	Expand beyond AFL roster for revenue potential
Investigate micro-credentialing	SH, Programology	Review current offerings	Improve and formalize map of training opportunities	Implement improved offerings	Award appropriate credentials to 50% of roster
Work with other affiliates to integrate an online communication tool for conversations on teaching artist professional development	SH	Send personal invitations to affiliate staff to participate in the Slack platform online	Create conversation on topics relevant to artist development	Find ways to make the program self-sustaining	Make improvements to the platform and content approach, ongoing

Strategy 3.2: Collaborate with other arts organizations to develop *their* Teaching Artists and develop a comprehensive network of quality Teaching Artists in Indiana

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Implement Indiana Teaching Artists Institute (ITAI)	SH, KK, JC, Development Committee	1) Seek funding/sponsorship/ partnerships 2) Look at bringing in outside artists to attract more people	Implement ITAI 2.0	Create model for earned revenue	Continue program with self-funded sustainability
Investigate Arts Council partnership	SH, JFR	Approach ACI for partnership	Formal proposal to ACI and curriculum development	Implement	Review and revise
Create a public Teaching Artist newsletter & website	SH, HB	1) Draft e-newsletter and test with local TAs 2) Look into creating website with resources for teaching artists	Develop reader base beyond roster	Full implementation	Use newsletter to recruit for and promote ITAI

Strategy 3.3: Build alliances with schools and networks to design and test new models for teacher development (e.g., Any Given Child, Innovation School Network)

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Build plans in support of the Any Given Child initiative for professional development of teachers	PP, JFR, Program Staff, Programology, Arts Council, WFYI?	Align with Any Given Child calendar	Build PD based on Any Given Child in IPS and explore badge system	Implement relevant topics in select districts in Marion County	Expand statewide and integrate with teaching artists
Form a teachers task force for program development	PP, AY & CT, Development, Development Committee	1) Meet with founding task force to define purpose; participants receive PGP points/badge annually 2) Secure funding for teachers' fee	1) Implement quarterly meetings: artist audition, program development, artist mentor 2) Add two new teachers to the group to diversify thinking	1) Diversify group further by adding teachers outside of doughnut counties, variety of grade levels, types of schools	1) Develop task force into buzz agents for AfL programs

Strategy 3.4: Develop a multivariate rating system to help teachers choose artists and programs that align with desired value and to guide program improvement efforts (in order to position AFL as curators)

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Define indicators of good arts integration	PP, SCS working group	Finalize indicators for local implementation	Present to network	Ongoing	Ongoing
Strengthen local and network evaluation methods for Artist and Program	SH, JFR, PP	Inventory of assessment methods and tools; review success/shortfalls	Investigate best methods for evaluation	Develop improved tools for assessment for artists	Develop improved tools for assessment for programs

Goal #4: Increase the impact and profitability of programs

Success Measures
- Increase earned income, financial support and corporate partnerships
- Expand program reach and impact
- Encourage more integrated experiences for greater impact

Strategy 4.1: Provide programming to current and new high-needs partners by increasing marketing and financial support

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Find schools with high financial and/or arts in education programming needs and match grant funding and corporate sponsorship opportunities to them	KK, JC, Program staff, Development Committee	1) Find schools with high financial and/or high arts education needs 2) Match grants and corporate partners with appropriate schools 3) Explore appropriate ways to message to schools 4) Implement messaging and programming to appropriate schools	Continue and modify as needed	Continue and modify as needed	Continue and modify as needed
Explore and evaluate new and current fundraising models	HB, Board, Program Team, Development Committee	1) Evaluate Run and get feedback from participating schools 2) Explore new fundraising models such as crowdfunding and other grassroots models	Implement new fundraising strategies	Assess and modify as needed	Assess and modify as needed

Strategy 4.2: Increase marketing, financial support, and earned income looking at likely and unlikely partnerships

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Identify previously engaged clients	HB, AY, KS, Development Committee	Leverage Salesforce and accounting records to find previously engaged clients from the past three years	Explore ways to reconnect with previously engaged clients using incentives, etc.	Assess and modify as needed	Develop permanent system for re-engaging and retaining

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Focus marketing towards non-school entities that have potential for increased revenue	HB, Board, development, Marketing and Advocacy Committee, Development Committee	1) Approach 5 outside organizations that serve children 2) Explore cross promotion and marketing with outside organizations (such as After School network) and corporations 3) Explore best ways to message to non-school entities	Implement	Assess	
Market to schools that have capacity to pay for programming	HB, Program Team, Marketing and Advocacy Committee, Development Committee	1) Approach 10-15 schools 2) Explore cross promotion and marketing with outside organizations and corporations 3) Explore best ways to message to various school entities	Implement	Assess	
Increase partnerships with corporations through teambuilding, training and wellness programming	Communications, Development, Program Team, Board, Development Committee	1) Create a prospect list of corporations and event planners 2) Identify conferences and opportunities to connect with corporation (ex. Indiana Women's Conference) 3) Create focus group of partners in the field, leveraging connections through organizations like IndyChamber and IndyHub 4) Develop corporate program design and teaching artist role Examples: AfL Connecticut, Eth-Noh-Tec San Francisco	Pilot and assess programming; explore	1) Select successful partnerships and expand 2) Use current partners for endorsements to similar corporations	Ongoing

Strategy 4.3: Select a limited number of key partnerships each year and work collaboratively to build new, integrated and comprehensive programs to meet site-specific needs

Key Initiatives	Responsible	FY17	FY18	FY19	FY20
Explore and/or expand in non-traditional child-focused learning centers	Program team, Communications, Development, Development Committee	Identify key partners to create new programming and find funding in 2 of the following areas: Early Childhood, out-of-school, hospitals, and juvenile detention facilities	Pilot and assess programming in the first two partners; identify and find funding for key partners in 2 more areas of non-traditional learning	Select successful partnerships and expand	Ongoing
Explore partnerships outside of the arts sector	JFR, Program team, Programology	Identify key partners and meet with two new potential partners (example: Goodwill, Fashion)	Pilot at least one new program with a partner outside of the arts sector	Assess effectiveness of new partnership and expand to one additional new partnership	Continue assessing partnerships and expand to new partners if feasible
Develop evaluation strategy to assess effectiveness of programs designed for partners outside of the arts sector	AfL Staff	Create evaluation tool as appropriate to partner needs	Implement	Adjust tool as needed	Ongoing