Mississippi Arts Commission
Strategic Plan Fiscal Years 2019-2023

1. Mission Statement

The Mississippi Arts Commission's (MAC) mission is to support and celebrate Mississippi's creative spirit by being a catalyst for the arts and creativity in the state**.** As the official grant-making and service agency for the arts in the state, MAC provides grants and technical assistance for arts programming to arts organizations, non-profit organizations and educational institutions throughout Mississippi. The agency also supports individual artists through grants and services. MAC also sponsors a number of special initiatives that work to increase the use of the arts in the K-12 education, develop creative activities as a tool of community development, and promote awareness in the state's artistic heritage.

2. Agency Philosophy

MAC is firmly committed to supporting and increasing creative opportunities for all Mississippians. The agency's work is guided by a set of core values that the staff members rely on in all circumstances, irrespective of changes in agency goals, strategies, type of work, or management. MAC's core values are:

- Objectivity and Clarity
- Transparency
- Collaboration
- Professionalism

3. Relevant Statewide Goals and Benchmarks

MAC's work connects to two of the goals in *Building a Better Mississippi*: Education and Economic Development. While the agency's work does not tie directly to the measures listed within the benchmarks of the state plan, MAC works to have an impact on education through its grants to schools as well as multiple special initiatives that focus on impacting student achievement, including the Whole Schools Initiative and Poetry Out Loud. For Economic Development, MAC is working to showcase the impact of creative industries in the state through its Creative Economy initiative.

4. **Overview of Agency 5-Year Strategic Plan**

During the fall of 2016 and spring of 2017, MAC conducted an extensive strategic planning process. The agency sought feedback on its programs and future direction from constituents, policy makers, and the general public. The agency utilized a number of methods to gather feedback, including an online survey, public meetings, roundtable discussions with different constituent groups, and one-on-one interviews. MAC used the feedback from these sources to create four strategic pillars that will guide the agency's work over the next five years:

- Communicate the story of the arts in Mississippi
- Convene and offer professional development opportunities
- Invigorate and expand lifelong learning through the arts
- Expand and diversify (the agency's) fiscal resources

5. Agency Internal/External Assessments

5.1 - External & Internal Factors that would influence MAC's ability to achieve its goals:

External Factors:
- Changes in federal funding (from the National Endowment of the Arts)
- Changes in reporting requirements for the agency's federal grant
- Downturn in tax collections, affecting the amount of funds provided to MAC through the Education Enhancement Fund
- Staff turnover in arts organizations around the state

Internal Factors:
- Changes in staff which may require training or re-focusing an initiative
- Changes in agency direction guided by MAC's Board of Commissioners

5.2 – Internal Management Systems Used to Evaluate Performance

MAC gathers extensive data on its grant programs. The program staff reviews the data on an ongoing basis and makes suggestions to the Executive Director for any needed changes. The agency also gathers feedback from participants in its special initiatives and uses it to make modifications to the programs.

The agency's Executive Director and fiscal staff monitor the agency's income. When there are decreases, they make changes to program budgets in order to manage the budget change. Also,

MAC's Board of Commissioners are briefed on the agency's ongoing activities at their quarterly meetings. They provided feedback to the Executive Director on any possible changes in direction.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2019-23

Program 1 – Grants

Goal A: Increase the number and quality of art activities throughout Mississippi by providing grants to non-profit organizations, local governmental entities, and individual artists (Miss. Code Ann. § 39-11-7).

Objective A.1. Support high quality arts organizations and arts activities presented by non-profits or governmental entities.
>   *Outcome*: Increase the percentage of grants awarded to organizations by 2%

>   Strategy A.1.1. Expand the capacity of single discipline arts organizations through the Arts Industry grant program.
>> *Output*: Number of grant awards to single discipline arts organizations and activities
>> *Output*: Total grant funds awarded to single discipline arts organizations and activities
>> *Efficiency*: Percentage of total grant budget awarded to single discipline arts organizations and activities (Arts Industry program)

>   Strategy A.1.2. Increase arts activities in K-12 schools through the Arts Education grant program.
>> *Output*: Number of grants awarded to arts education activities
>> *Output*: Total grant funds awarded to arts education activities
>> *Output*: Number of schools awarded arts education grants
>> *Output*: Number of school districts awarded grants
>> *Output*: Number of teachers and administrators who received training or technical assistance
>> *Efficiency*: Percentage of total grant budget awarded to arts education activities

>   Strategy A.1.3. Expand the capacity of community-based arts organizations as well as community development activities that utilize the arts through the Arts-Based Community Development grant program.
>> *Output*: Number of grant awards to community arts organizations and community-development related activities
>> *Output*: Total grant funds awarded to community arts organizations and community development related activities

Efficiency: Percentage of total grant budget awarded to community arts organizations and community development related activities

Strategy A.1.4. Assist organizations working to promote the state's folk and traditional art forms through the Folk and Traditional Arts grant program.
Output: Number of grant awards to promote Mississippi's folk and traditional arts
Output: Total grant funds awarded to promote Mississippi's folk and traditional arts
Efficiency: Percentage of total grant budget awarded to promote Mississippi's folk and traditional arts

Objective A.2. Support the development of professional-level artists in Mississippi through the grant programs for individual artists.
Outcome: Increase the percentage of grants awarded to individual artists by 2%
Outcome: Increase the percentage of applications received from first-time artist applicants by 5%

Strategy A.2.1. Expand the capacity and development of high-quality professional artists through the Artist Fellowship, Artist Minigrant and Folk Art Apprenticeship programs.
Output: Number of grants awarded to individual artists
Output: Total grant funds awarded to individuals artists
Efficiency: Percentage of total grants budget awarded to individual artists

Objective A.3. Increase the access to MAC grant programs and the quality of applications submitted to the agency.
Outcome: Increase by 5% the overall number of grant applications received by the agency.
Outcome: Increase by 5% the percentage of Mississippi counties reached by MAC grants.

Strategy A.3.1. MAC tracks the number of communities and individuals it serves through grants in order to strategize for recruitment.
Output: Number of individuals served by grants
Output: Number of children under 18 served by grants
Output: Number of counties where grants were awarded
Output: Number of cities in which grants were awarded

Strategy A.3.1. The agency targets potential grantees through annual grant writing workshops.
Output: Number of grant writing workshops offered

Strategy A.3.2. MAC provides ongoing support to applicants and grantees through consultations and site visits.
Output: Number of site visits made by staff

Output: Number of consultations offered by staff

Strategy A.3.3. The agency updates the grant systems to allow for easier use by applicants.
Output: Number of grant applications received
Output: Number of grants awarded
Output: Total of grant funds requested
Output: Total of grant funds awarded
Output: Number of applicants who used MAC's electronic application system
Efficiency: Percent of total number of applicants who used the electronic system

Program 2 – Information and Technical Services

Goal A: Encourage and deepen the utilization of the arts in Mississippi schools (Miss. Code Ann. § 39-11-7).

Objective A.1. Build the utilization of the arts in school settings through a range of ongoing programs.
Outcome: Increase by 3% the percentage of new schools participating in non-grant MAC Arts Education activities.

Strategy A.1.1. Train teachers on the integration of the arts in school curriculum through the Whole Schools Initiative.
Output: Number of schools participating in the Whole Schools Initiative
Output: Number of students participating in the Whole Schools Initiative
Output: Number of teachers and administrators participating in the Whole Schools Initiative

Strategy A.1.2. Build awareness of poetry through the Poetry Out Loud Initiative.
Output: Number of students participating in Poetry Out Loud

Strategy A.1.3. Provide training to teachers through other Arts Education initiatives.
Output: Number of teachers trained through special Arts Education initiatives

Goal B: Build awareness of Mississippi's distinctive artistic heritage, the contributions of contemporary Mississippi-based artists and the programs of the Arts Commission. (Miss. Code Ann. § 39-11-7).

Objective B.1. Increasing awareness of Mississippi's artistic heritage, contemporary artists, and the Arts Commission through a range of ongoing programs.
Outcome: Increase by 5% the percentage of Mississippi residents who are knowledgeable about Mississippi's artistic contributions.
Note: Tracking outcomes for this objective will be difficult because the agency is working on increasing the overall awareness of the arts among the general public.

Strategy B.1.1. Produce the annual Governor's Arts Awards program.
 Output: The number of artists honored at the program
 Output: The number of attendees at the ceremony

Strategy B.1.2. Collaborate with Mississippi Public Broadcasting on the production of "Mississippi Arts Hour," a weekly arts interview radio show.
 Output: The number of artists interviewed per year
 Output: The (estimated) number of listeners to the show

Strategy B.1.3. Publish the Mississippi Artist Roster and Mississippi Teaching Artist Roster annually.
 Output: The number of artists recruited for the Artist Roster

Strategy B.1.4. Publicize the work of the Arts Commission through the agency's Communications Office.
 Output: Number of page views on the Arts Commission website
 Output: Total reach of the agency's social media presence
 Output: Number of agency newsletters issued

Objective B.2. Increase awareness of the state's folk and traditional art forms through ongoing special initiatives by MAC's Folk and Traditional Arts program.
 Outcome: Increase by 5% the percentage of folk and traditional artists participating in MAC's grants and Roster programs.

Strategy B.2.1. Document traditional art forms throughout the state.
 Output: The number of folk artists or traditional practices documented

Strategy B.2.2. Create and edit new stories and other content for the Mississippi Folklife website.
 Output: The number of articles created for the Mississippi Folklife website

Goal C: Increase the professional capacity of Mississippians working within the creative sector through non-grant activities (Miss. Code Ann. § 39-11-7).

Objective C.1. Offer a range of professional development opportunities for individual artists and people who work for arts and cultural organizations.
 Outcome: Increase by 5% the percentage of participants who are regularly participating in MAC programs

Strategy C.1.1. Present a series of events that offer professional development and networking opportunities for individual artists.
 Output: Number of professional development events offered
 Output: Number of participants in attendance at professional development events