



New Jersey State Council on the Arts Strategic Long-Range Plan 2008

Mission

The mission of the New Jersey State Council on the Arts is to improve the quality of life of the state by helping the arts to flourish.

Interpretative Statement

The 8.7 million residents of New Jersey deserve the very best that life and our world have to offer. The fine, performing and literary arts in our state, as practiced by the hundreds of nonprofit organizations, ten's of thousands of professional artists and hundreds of thousands more for whom they are an avocation and personal commitment, have extraordinary things to contribute to our lives and to virtually every important factor affecting the well being of communities. Promoting their growth and development and extending their benefits to all New Jerseyans was first recognized as in the public interest and a proper role of government by passage in 1966 of legislation creating the New Jersey State Council on the Arts. And that is what the Council has sought to accomplish ever since. When the arts are in full flourish that is when they create their maximum public value and that is when people and communities everywhere benefit most from their inherent capacity to transform lives and landscapes.

Our Vision

The New Jersey State Council on the Arts (NJSCA) believes that the arts are fundamental to what we are as people and essential to meaningful lives and healthy communities. The arts have unique power and something important to contribute to everything we value and seek in modern America: good schools, sound education; strong, robust economies; quality health care; vibrant, safe communities and neighborhoods; opportunity for advancement and success; cultural understanding and tolerance; and deep civic pride. They enrich, reveal, challenge and exalt us. They help us understand what it means to be human. They help us express our most profound beliefs and celebrate and memorialize everything important that we achieve as people, communities, a state and a nation.

New Jersey is uniquely blessed by its location, history, population and wealth of resources to be home to a large, diverse and extremely talented arts community, which if encouraged to achieve all to which it aspires will transform our state and make it a better place to live, work and raise a family. The endeavor of making and presenting art is largely carried out in the private nonprofit sector, which labors with great dedication and resourcefulness. That nonprofit arts "industry" always gives

back to New Jersey more than it receives, but requires even greater and more widespread public and private investment if its full potential is to be reached.

This State is also fortunate to possess ArtsPlan NJ, an overarching plan for a better New Jersey through the arts. Born of an extensive public process to which thousands from all walks of life contributed, ArtsPlan NJ is an expression of the collective will of the people for support of the arts and the context for this plan. Through it, the NJSCA can easily envision what that better New Jersey looks like, one in which the arts are accessible and affordable to all, attracting business, industry, visitors and creative talent from all over the world, working side-by-side with other industries to build better communities everywhere, at the core of our educational system and available to people throughout a lifetime, filling our communities with beauty, wonder and pride and celebrating our cultural diversity and what it is to be families, neighbors, towns, New Jerseyans, Americans and alive.

Our Roles

Through 40 years of experience and a deep involvement with both the arts community and the many other industries with which they partner, we can also now easily discern the most important roles that the New Jersey State Council on the Arts as an agency of state government and custodian of public funds can play in realizing that vision. Clearly the Council is an **investor** of resources in the advancement of artists and arts organizations, programs, projects and services of high quality and strong public benefit. But by virtue of its unique, central position and broad public mandate, it also has the unique opportunity, capacity and, therefore, responsibility to serve as

- **Convener and networker** of people, industries and communities; **and broker** of partnerships and collaborations that will help mobilize and focus the full array of positive forces the arts have to muster
- **Advocate, ambassador and booster** for the extraordinary New Jersey community of artists and arts groups and for the public value that they create
- **Leader** by example both for the issues, practices and application of resources best able to advance the field generally and for key **initiatives called for under ArtsPlan NJ**
- **Knowledge, information and service provider** both to the field and to the range of other fields with which the arts would partner

Major Goals and Objectives

The following goals are laid out as desired outcomes or actual “states” of existence to be achieved over time through the work of the Council and its growing array of partners and collaborators. Council action to achieve them is a given. The goals we seek are destinations, not the process of getting there. Likewise the objectives attached to each goal are stated as actual functions and products of the agency, both as they currently exist and are intended to be created or evolved, with modifiers indicating direction, purpose and desired outcome. The section on targets and indicators (under development) will describe how the agency intends to measure progress over time. And the annual program plans of the NJSCA state with great specificity what it intends to accomplish in working toward these goals in any given year. Both are essential to success as will be an overall assessment planned for the fifth year of operation under the plan.

I. Increased public and private resources invested well in the growth, development and long-term stability of high quality arts organizations and programs

- Funding programs that
 - Reward and stimulate artistic excellence, diversity and broad public benefit
 - Stimulate increased private sector investment
 - Assess and improve operational capacity and organizational advancement and build long-term financial health
 - Encourage growth and development of local arts groups
 - Improve and help create new arts facilities
- Technical assistance that aids arts groups in
 - Accessing Council funding programs
 - Obtaining professional services
 - Planning
 - Attaining financial and operational stability
- Advocacy for increased public and private support based on the public value the arts create and the positive results of supporting them through
 - Improved Council publications and more effective communications with those who authorize and resource this work, particularly state and local leaders
 - Collaboration with the history, tourism, education and other related advocacy efforts
 - Broad, effective dissemination of information and knowledge and active development of communities of knowledge and best practice

II. Broader, deeper and more diverse participation of New Jerseyans in the arts

- Aggressive statewide arts marketing and promotion
- Funding policies that encourage and reward expansion and diversification of audiences, stewards and creators of the arts and improve access to the arts for all persons, especially person with disabilities
- Funding programs that
 - Invest in innovative participation-building strategies;
 - Connect the arts to new collaborators;
 - Support local arts development
 - Reach into all areas of the state
 - Address a wider array of community challenges
 - Promote tourism
 - Promote volunteerism
 - Promote and celebrate multiculturalism
- Broader access to information on best practices and model programs

III. A growing arts industry increasingly hard at work building better communities

- Funding policies and investments that help connect the arts to other key industries including tourism, health care, education, commerce, property development, community development, and transportation among others in carrying out programs and projects of lasting impact and public value

- Support for community cultural planning, the integration of the arts to community and economic development strategies and the active involvement of artists and arts groups in civic leadership
- Active Council participation in community development initiatives of other agencies of national, state and local government as well as those of the private sector
- Better information gathering and dissemination on best practices and resources

IV. High quality arts education for all New Jersey children and for people throughout their lives

- Funding programs, policies and partnerships that
 - Increase the number and quality of arts experiences for children
 - Place an increasing number of artists in schools and other educational settings and advance development of curriculum
 - Develop model schools
 - Directly support the operations and programs of arts education organizations
 - Support and encourage arts groups to develop arts education programs and be increased community resources to schools
 - Encourage development of after school arts education programs
 - Encourage development of community based arts education programs available to people of all ages
- Technical assistance that
 - Trains educators and artists to work effectively together
 - Encourages the arts community to provide professional development opportunities for artists, educators and schools
 - Improves access of schools to a wider array of resources
- Advocacy and collaboration that
 - Assesses and monitors progress of schools in meeting state requirements
 - Provides information and tools to people and communities for the development of arts education programs and effective local advocacy
 - Partners with the NJ Department of Education and other public and private educational programs
 - Encourages the higher education community to assume a greater role in promoting quality arts education

V. A larger, stronger and more complete infrastructure of support for the success and involvement of artists

- Funding programs, policies and collaborations that
 - Reward excellence and encourage artists to produce their best
 - Support professional development of artists
 - Encourage arts organizations and communities to involve, support and showcase artists, particularly New Jersey artists
 - Preserve art forms and help pass them on to future generations
 - Commission art for public buildings and spaces
 - Showcase and celebrate the accomplishments of artists and their communities

- Invest in the growth and networking of organizations, agencies, programs and services that provide resources to artists in those areas most essential to their success
- Technical assistance and information services that improve access to
 - Professional development opportunities
 - Legal, financial, and insurance services and artist live/work/market spaces
 - Employment opportunities
 - Networking

VI. Improved access to and use of technology and information

- ‘State of the art’ agency systems and application of technology to accomplish Council work
- Support for initiatives that improve access of the arts community to improved technology
- Fully developed ‘Knowledge Bank’ of information, data, best practices and models regarding the public value created by the arts for use by the constituency and public
- Collaboration with New Jersey Network and other media and electronic information systems for arts marketing, art production and presentation, operational effectiveness

Leadership Initiatives

Under the aegis of ArtsPlan NJ and this agency strategic plan, the New Jersey State Council on the Arts will build on its current array of programs and services to provide leadership for the following statewide initiatives:

ArtsPlan NJ Implementation: The NJSCA will continue to support and help staff the effort needed to solicit wide scale endorsement for ArtsPlan NJ and specific commitments to its implementation, to stimulate collaborations and projects to meet goals and to monitor and assess progress.

Discover Jersey Arts Marketing Campaign: The NJSCA will continue to spearhead this multi-faceted branding campaign to attract more participants to the arts through statewide advertising, promotion, collaboration, showcasing and incentives.

Arts Education Advocacy: The NJSCA will build upon recent accomplishments and work with a growing list of collaborators to re-establish an effective arts education advocacy platform, monitor school progress, provide tools to the community, develop after-school programs and encourage lifelong learning through the arts.

Arts Industry Health: The NJSCA, working with the New Jersey Cultural Trust, the Nonprofit Finance Fund and other state, regional and national agencies, will continue to focus and augment its resources, policies and efforts in promoting the financial health of the nonprofit arts community, creating new Cultural Trust funding programs as resources become available and expanding its own efforts to assess needs, provide assistance and measure gains.

Artists' Infrastructure: Through convenings, collaborations, funding and information the NJSCA will take the lead in seeking to develop a statewide artists' services organization or network of organizations concentrating first on those areas of priority need, such as insurance, access to live/work space as well as legal and financial services, professional development and marketing.

Tourism: Working closely with the history and other related fields, as well as the State Office of Travel and Tourism and other related state agencies, the NJSCA will aggressively explore ways to build the capacity of the arts to contribute to tourism and to build the arts into public and private tourism efforts with initial concentration on improving transportation hubs, signage and marketing.

Health Care and Aging: Through convenings, collaborations, funding and information and employing its work in the field of arts education as an initial model, the NJSCA will take the lead in exploring new ways to connect the arts industry to the healthcare field.