ARTS NOW

Three-year Strategic Plan, 2020-2023
ArtsNow Vision:
To be the leading professional learning organization for resourceful and innovative approaches that engage students, equip educators, and grow school communities for meaningful impact on the future.

Since 2006:

- 255 schools
- 26 school systems throughout Georgia, Florida & South Carolina
- Nearly 17,000 educators engaged in professional learning
- Over 211,000 students impacted
ArtsNow is currently at an organizational inflection point and pivotal juncture in our mission to transform lives utilizing innovative learning solutions.

In the last five years, ArtsNow has seen a growth trajectory of 277%.

Our service footprint continues to grow through direct referrals and recommendations.
To achieve our goal of moving integrated education forward, we are in need of some key foundational elements. These elements will help ArtsNow expand reach and numbers served.

This strategic plan emphasizes:
• Mapping **priorities** and tying them to resources needed
• Development of strong brand strategy and visual identity
• Building a solid financial and organizational foundation

**The priorities identified as most important:**
• Directly address the needs of the organization
• Take all audiences into consideration

  *Board of Directors, clients, consultants, donors, executive team, partners, staff members, students and families*
In simple terms, the strategic priorities addressed are:

1. **Develop** a clear strategy
2. **Build** a strong brand and organization
3. **Share** our mission and message
4. **Implement and measure** our key initiatives
Vision, Mission, Core Values

ArtsNow Strategic Plan  |  2020-2023
VISION
ArtsNow Learning is the leading professional learning organization for resourceful and innovative approaches which engage students, equip educators, and grow school communities for meaningful impact on the future.

MISSION
The mission of ArtsNow Learning is to transform lives through customized solutions to meet educational needs utilizing arts-integration and innovative strategies.

CORE VALUES
Education, Quality, Creativity, Innovation, Collaboration
State of the Classroom

ArtsNow Strategic Plan  |  2020-2023
The greatest challenge of traditional classroom learning today in part, is due to the fact that the problems may change considerably depending on who is labeling them, whether it is students, parents, educators or lawmakers.\textsuperscript{2}
State of the Classroom

Top 10 challenges facing public school classrooms today

• Classroom Size
• Poverty
• Family Factors
• Technology
• Bullying
• Student Attitudes & Behaviors
• Every Student Succeeds Act (No Child Left Behind)
• Parent Involvement
• Student Health
• Funding
State of the Classroom

Additional barriers to student engagement and teacher effectiveness³

Student stress and anxiety⁴
• Competitive pressure
• Standardized testing
• Current political climate
• Mass shootings and violence in schools
• Coronavirus

Social Media⁵
• Online addictions
• FOMO (Fear Of Missing Out)
• Cyber-bullying

“Teaching to the test”⁶
• Inhibits creativity and collaboration
• Forces a narrower curriculum
State of the Classroom

ArtsNow programming directly addresses these areas of growing importance:

Arts Integration\(^7\)
- Creates a more engaging learning environment
- Helps children develop skills:
  - Creative problem solving
  - Motor and language
  - Social
  - Critical thinking

STEAM (vs. STEM)\(^8\)
- Strengthens the STEM foundation
- Enhances creativity and collaboration

Social Emotional Learning (SEL)\(^9,10\)
  Five core components of SEL:
  - Self-awareness
  - Self-management
  - Responsible decision-making
  - Relationship skills
  - Social awareness

ArtsNow is uniquely positioned to help educators and administrators make a positive impact in student engagement and teacher effectiveness.
ArtsNow Strategic Plan 2020-2023
## Strategic Priorities

<table>
<thead>
<tr>
<th></th>
<th>Define</th>
<th>Refine</th>
<th>Expand</th>
<th>Strengthen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>the ArtsNow strategy, brand, and message to increase awareness of and engagement with the organization.</td>
<td>and advance the ArtsNow programs and services to ensure effectiveness and scalability.</td>
<td>the ArtsNow service footprint to drive organizational growth and evolution.</td>
<td>the ArtsNow financial model and organizational structure to support growth and expansion.</td>
</tr>
</tbody>
</table>
Define the ArtsNow strategy, brand, and message to increase awareness of and engagement with the organization.
1. Define the ArtsNow strategy, brand, and message to increase awareness of and engagement with the organization.

Key Performance Indicators

- Increased awareness of ArtsNow, its mission and purpose
- Increased engagement across all ArtsNow audiences
1 Define the ArtsNow strategy, brand, and message to increase awareness of and engagement with the organization

### Key Initiatives

<table>
<thead>
<tr>
<th>Develop strategy and foundational brand elements</th>
<th>Create a dynamic communications platform</th>
<th>Position the ArtsNow organization as leaders in integrated learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Finalize the three-year strategic plan</td>
<td>• Develop an organizational message map to outline our language and story</td>
<td>• Develop, publish, and present the results and impact of our programming and partnerships</td>
</tr>
<tr>
<td>• Build the brand strategy</td>
<td>• Create and implement an integrated marketing plan including tactics, timing, and measurements</td>
<td>• Leverage our existing and developing relationships to share our innovation</td>
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<tr>
<td>• Create a strong visual identity</td>
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</table>

Define the ArtsNow strategy, brand, and message to increase awareness of and engagement with the organization.
Refine and advance ArtsNow programs and services to ensure effectiveness and scalability
Refine and advance ArtsNow programs and services to ensure effectiveness and scalability

Key Performance Indicators

1. Maintain minimum student engagement
2. Maintain minimum program implementation
3. Maintain minimum teacher confidence (80%)
## Refine and advance ArtsNow programs and services to ensure effectiveness and stability

### Key Initiatives

<table>
<thead>
<tr>
<th>Assess all programs to ensure each is contributing to the intended impact</th>
<th>Document results and implement standardized performance measurements</th>
<th>Capture our program development process</th>
</tr>
</thead>
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<tr>
<td>- Build a library matrix of all program models, tied to the intended results</td>
<td>- Build an organizational program logic model to help identify data and trends on our program impacts</td>
<td>- Develop a template that illustrates anticipated timing, equipment, and resources required for each program</td>
</tr>
<tr>
<td>- Develop a semi-annual review process to ensure each program is on track to results</td>
<td>- Implement standardized pre- and post-qualitative data captures</td>
<td>- Categorize each program within our services offerings</td>
</tr>
<tr>
<td>- Document any changes or modifications implemented during each program</td>
<td>- Create post-program case studies that highlight background, process, intended impact, and results</td>
<td></td>
</tr>
</tbody>
</table>
Expand the ArtsNow service footprint to drive organizational growth and evolution
Expand the ArtsNow service footprint to drive organizational growth and evolution

Key Performance Indicators

- Increase number of schools served
- Increase number of students served
- Increase number of educators served
**Key Initiatives**

**Strengthen and grow existing, and cultivate new service agreements**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Expand our programming to additional schools</th>
</tr>
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<tbody>
<tr>
<td>Year 2</td>
<td>Expand our programming to additional schools</td>
</tr>
<tr>
<td>Year 3</td>
<td>Expand our programming to additional schools</td>
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</table>

**Expand programming platforms**

<table>
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<tr>
<th>Program Expansions:</th>
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<tbody>
<tr>
<td>Year 1</td>
</tr>
<tr>
<td>+Foundational PL</td>
</tr>
<tr>
<td>+Digital Programs</td>
</tr>
<tr>
<td>+After School</td>
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<tr>
<td>+Summer School</td>
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**Explore state-wide, regional and national service models**

<table>
<thead>
<tr>
<th></th>
<th>1. State-wide footprint</th>
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<tbody>
<tr>
<td></td>
<td>All schools (K-12)</td>
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<table>
<thead>
<tr>
<th></th>
<th>2. Regional footprint</th>
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<td></td>
<td>All schools (K-12)</td>
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<thead>
<tr>
<th></th>
<th>3. National footprint</th>
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</table>
Strengthen the ArtsNow financial model and organizational structure to support development and expansion
Strengthen the ArtsNow financial model and organizational structure to support development and expansion

Key Performance Indicators

1. Increase total annual revenues
2. Achieve optimal revenue ratio
3. Maintain operating fund minimum
### Key Initiatives

<table>
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<tr>
<th>Build revenue growth plan to support organizational growth</th>
<th>Increase focus on fundraising and donor opportunities</th>
<th>Build organizational structure to support growth and expansion</th>
</tr>
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<tbody>
<tr>
<td>• Analyze and evaluate revenue models and actual costs for all programs and services</td>
<td>• Outline specific role within ArtsNow with development as primary responsibility</td>
<td>• Identify and confirm critical positions tied to strategic priorities in years 1, 2, 3</td>
</tr>
<tr>
<td>• Outline rolling 3-year pipeline for grant funding and fee structures</td>
<td>• Define donor funding to make AN more attractive to corporate and family foundation giving</td>
<td>• Map out 3-year fundraising plan</td>
</tr>
</tbody>
</table>

Strengthen the ArtsNow financial model and organizational structure to support development and expansion
The ArtsNow three-year strategic plan gets us closer to achieving our goal of moving integrated education forward.