



# Strategic Plan

Maryland State Arts Council  
175 West Ostend Street, Suite E  
Baltimore, Maryland 21230  
[msac.org](http://msac.org)

# Strategic Plan

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VISION

MISSION

GOALS AND STRATEGIES



# Vision & Mission

## **VISION**

The Maryland State Arts Council (MSAC) plays an essential role ensuring every person has access to the transformative power of the arts.

## **MISSION**

Maryland State Arts Council advances the arts in our state by providing leadership that champions creative expression, diverse programming, equitable access, lifelong learning, and the arts as a celebrated contributor to the quality of life for all the people of Maryland.



# Goal 1



## INCREASE PARTICIPATION:

Broaden MSAC's constituency, providing avenues designed to increase pathways to engagement.

### OBJECTIVES

- In alignment with our equity, diversity, and inclusion plan, proactively communicate and connect with communities and artists not fully served.
- Increase MSAC's presence across the State, promoting and providing more direct access to MSAC resources and personnel.
- Create platforms and leverage relationships to grow learning and sharing opportunities within and beyond the sector.

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### STRATEGY 1:

Engage with community leaders, artists, and organizations from less represented areas or communities to better understand and respond to their needs.

### STRATEGY 2:

Strengthen efforts to reach new participants through existing grants programs.

### STRATEGY 3:

Define desired outcomes of and better capitalize on Council and staff attendance at MSAC, partner, and grantee events.

### STRATEGY 4:

Serve as a convener to share resources and boost knowledge.

# Goal 2



## PROVIDE INTENTIONAL SUPPORT:

Embrace thoughtful and targeted approaches to serving known and yet to be known MSAC constituents.

### OBJECTIVES

- Improve grant-making policies and processes (both internally and for applicants) to promote equity in applications and resulting fund distribution.
- Reevaluate and re-imagine the portfolio of funding programs to ensure MSAC has the greatest impact and broadest reach possible.
- Provide more non-monetary support for grantees, artists, organizations, and the whole sector.
- Listen to and understand the needs of artists and organizations to better serve as a responsive matchmaker for resources.

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### STRATEGY 1:

Incorporate grantee feedback to broaden and diversify the opportunities and outcomes of MSAC funding programs.

### STRATEGY 2:

Expand practical, educational, and hands-on training offerings inclusive of workshops, webinars, or online classes in a variety of relevant topics.

### STRATEGY 3:

Provide ongoing and rigorous assessment of the grant-making process and program efficacy.

# Goal 3



## **BUILD CAPACITY:**

Work strategically to further build organizational and governance capacity to ensure that MSAC is capable of vigorously delivering on its mission.

### **OBJECTIVES**

- Ensure alignment between staff resources and aspirations.
- Adhere to best practices in financial transparency and communication throughout MSAC.
- Encourage dialogue between staff and Council to enable knowledgeable communication regarding MSAC and its work.
- Create an organizational culture that values continuous professional development, learning, and leadership in the sector.
- Make MSAC a leader in equity, diversity, and inclusion practice.

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### **STRATEGY 1:**

Reinforce MSAC's commitment to staff as arts leaders in the state and nation.

### **STRATEGY 2:**

Understand and adopt governance best practices.

### **STRATEGY 3:**

Better manage expectations for how State funds are used both internally (understanding of operational finances for staff and Council) and externally by communicating annual funding goals (programmatic funds and the portion of budget that funds grants).

### **STRATEGY 4:**

Develop and implement an equity, diversity, and inclusion plan and training.

# Goal 4



## LEVERAGE CONNECTIONS:

Further enhance current relationships and involve additional collaborators and constituents who will benefit from and advance the work of MSAC.

### OBJECTIVES

- Amplify the Council's work through focused collaborations with other state and local agencies.
- Facilitate connections between artists and organizations as well as the communities in which they operate.
- Explore and foster creative and nontraditional new collaborations to engage artists and communities and support our commitment to equity, diversity, and inclusion.

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### STRATEGY 1:

Establish sustainable financial collaborations with organizations whose work complements the goals of existing MSAC programs.

### STRATEGY 2:

Solidify the alignment between MSAC and all other offices within the Department of Commerce to further demonstrate the value of the arts sector.

### STRATEGY 3:

Provide additional exposure to the work of County Arts Councils and Arts & Entertainment Districts while promoting the regions and destinations across the State.

### STRATEGY 4:

Name and utilize Maryland Citizens for the Arts, Maryland State Department of Education Fine Arts Office, and Arts Education in Maryland Schools Alliance as Planning Collaborators, and nurture and bolster joint efforts with other collaborators with statewide interests.

### STRATEGY 5:

Collaborate with community organizations and service providers to connect youth with elders in artistic activities to bolster lifelong learning and help ensure the longevity of MSAC's impact as the population ages.

### STRATEGY 6:

Work with other governmental entities to advance MSAC's work and collaborate with organizations to build connections with artists and communities not yet identified.

### STRATEGY 7:

Connect artists and organizations with other private and public sector funders and other funders across the State (and where appropriate, beyond).

# Goal 5



## **BOLSTER MARYLAND ARTS:**

Showcase the high caliber, diverse, and relevant work of Maryland's artists and arts organizations; their contributions to community vitality and MSAC's role as a catalyst.

### **OBJECTIVES**

- Serve as an ambassador of Maryland's arts.
- Expand awareness of MSAC's purpose, programs, and impacts with key stakeholders, audiences, and communities served.
- Communicate program changes and reinforce our openness to supporting new and diverse artists and organizations.

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### **STRATEGY 1:**

Promote Maryland as a destination for arts and culture activities.

### **STRATEGY 2:**

Further highlight the artist registry and promote artists through MSAC materials and activities.

### **STRATEGY 3:**

Grow awareness of MSAC on a micro level, encouraging staff, Council, and constituents to be ambassadors of MSAC, highlighting our work.

### **STRATEGY 4:**

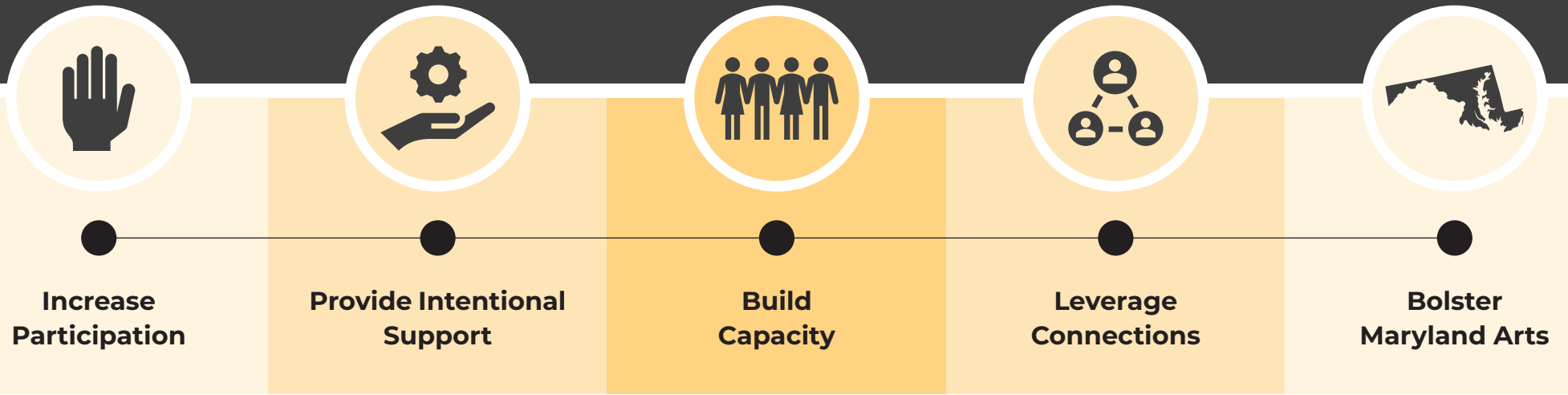
Establish reciprocal marketing agreements with MSAC collaborators and grantees, highlighting statewide sector activities through MSAC marketing efforts.

### **STRATEGY 5:**

Harness the potential uses of digital and social media and distribute marketing materials in both electronic and traditional forms that reach people located in all areas of the State.

## MSAC ALIGNMENT WITH THE DEPARTMENT OF COMMERCE

As we developed our strategic plan, we considered how our goals align with the Department of Commerce, and identified many connections:



### HOW MSAC'S GOALS ALIGN WITH THE DEPARTMENT OF COMMERCE'S GOALS



#### DEPARTMENT OF COMMERCE GOAL LEGEND

- Achieve Operational Excellence
- Foster a Competitive Business Environment
- Advance Innovation and Entrepreneurship
- Expand Targeted Growth Clusters and Industries
- Enhance Community Development
- Improve Brand and Attract Talent

#### IMPLEMENTATION TIMING

Within each goal, MSAC considered how we should prioritize the strategies over time. Based on early listening efforts and goal definition in the strategic planning process, the MSAC staff and Council have begun implementation of several strategies to improve specific programs.

**Visit [msac.org](https://msac.org) for updates on our progress implementing this strategic plan.**





### **Maryland State Arts Council**

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### **State of Maryland**

Larry Hogan, Governor

Boyd K. Rutherford, Lieutenant Governor

Kelly M. Schulz, Secretary of Commerce



### **Current Staff List**

Ken Skrzysz, Executive Director

Precious Blake

Arthur Brown

Chad Buterbaugh

Rose Chang

Amelia Evans

Liesel Fenner

Lillian Jacobson

Kayla Morgan

Tammy Oppel

Dana Parsons

C. Ryan Patterson

Keyonna Penick

Derrick Quevedo

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Steven Skerritt-Davis

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