

## Overview

**Vision:** A transformed education system infused with imagination and creativity, catalyzed by the arts.

### Mission

We strengthen education by making the arts central to learning through collaboration, research, and advocacy.

### Values

**Collaboration** is core to all that we do.  
**Learning** is our empowerment strategy.  
**Engagement** of our diverse communities ensures multiple perspectives and richer ideas.  
**Creativity** is the cornerstone of internal operations and external initiatives.  
**Quality** is a criterion that guides our work.

## Strategic Initiatives

### Policy & Advocacy

Educate and influence leaders of the impact that arts education can have on transforming education.

- Influence local and regional educators to leverage opportunities embedded in No Child Left Behind (NCLB)
- Advocate for quality integrated teaching and learning
- Gain consensus around a Regional Vision for arts education
- Develop a systemic process and framework to vet and establish a policy agenda and influence policy decisions
- Garner and leverage resources to further the policy agenda
- Craft value propositions that align to each item in our policy agenda and engage the broader community in the policy influencing efforts

### Programming & Products

Provide and evaluate programming and products to systematically impact the educational system.

- Develop a systemic approach to assess market needs and deliver programs and products by market area
- Increase the utilization of our products to meet the needs of educators
- Enhance the use of consulting services and develop a formal process to deliver, track, and grow the service area
- Demonstrate impact and return on investment for our programs, products, and services
- Expand the marketing of our products to increase their visibility and reach
  - Create a forum for interaction among influential thinkers and appropriate constituent groups

### Research & Development

Inform decision-making, educate our stakeholders, and support our initiatives.

- Create research and development processes and infrastructure to enable data sourcing, analysis, and synthesis
- Develop a best practice model for integrated teaching and learning (to pilot best practice modeling)
- Communicate and promote our research

### Internal Capacity

Develop and maintain an infrastructure to ensure long-term sustainability.

- Develop a process for sustained leadership in executive and other key positions
- Assess, modify, and evaluate professional development needs for existing staff
- Diversify funding
- Enhance use of technology
- Develop policies and procedures manuals
- Develop business plan to support the Strategic Plan