

Three-Year Strategic Plan (2023 – 2026)



Executive Summary



At ArtsNOW, our guiding purpose is to reshape traditional learning in - and out of - the classroom. For over 20 years, ArtsNOW has transformed education through integrated learning and arts in education. By integrating visual, digital, and performing arts into all subjects, we set the stage for teachers to be more confident and effective in their teaching, leading to deeper student engagement for greater academic and personal achievement.

Our passion and purpose to “bring learning to life” is our north star and guides our planning, services, and professional learning. We are constantly evaluating and understanding the educational landscape to ensure continuous support for educational growth and development. The state of our classroom today holds many unique challenges that we will explore further in this overview.

Through our work in integrated learning and professional learning, ArtsNOW is uniquely positioned to make a positive impact in student engagement and teacher effectiveness in today’s classrooms. With the help of educators, administrators, and consultants, we developed a strategic plan to deliver on our promise and commitment to our teachers, students, and their families and school communities.



ArtsNOW by the Numbers

Since 2006, we've been bringing learning to life for:



502

schools



58

school districts



Nearly **61,000**
educators



Almost **390,000**
students





In the last three years, ArtsNOW has seen a growth trajectory of **196%** in schools served and **300%** in overall revenues



Our service footprint continues to grow through direct referrals and recommendations

ArtsNOW is looking forward to our next chapter of growing our mission to additional districts, regions, and states across the country.

Our Driving Purpose: **Move Integrated Learning forward by** **expanding our reach and numbers served**

Our strategic plan focuses on:

- Mapping growth priorities and tying them to resources needed
- Development of strong “proof points” with clear articulation of data based on our results
- Building a solid financial and organizational foundation

And places emphasis on:

- Developing a clear growth strategy
- Building and articulating the story around our impact
- Sharing our mission and message with an expanded audience
- Implementing and measuring our key initiatives
- Taking all audiences into consideration
Board of Directors, educators, consultants, donors, partners, team members, students, and families





Mission

Transform lives through customized solutions to meet educational needs utilizing arts-integration and innovative strategies.



Vision

ArtsNOW 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.





Core Values

1. **Education** and **learning** is our driving purpose.
2. **Collaboration** is the cornerstone to our success.
3. **Continuous evaluation** and **development** ensure we meet the highest standards.
4. **Creativity** and **innovation** fuel our program development.
5. **Authenticity** and **integrity** mean transparency and partnership with communities we serve.



State of the Classroom:

Top 10 challenges facing public school classrooms

2020

- Classroom size
- Poverty
- Family factors
- Technology
- Bullying
- Student attitudes & behaviors
- Every Student Succeeds Act
(*No Child Left Behind*)
- Parent involvement
- Student health
- Funding

2023

- Teacher attrition
- The “Covid Gap”
- Decreased attention spans
- Universal access to technology
- Classroom size
- Social media/virtual reality perception & behavior
- Bullying
- Student Health/Mental Health
- Family/parent socio-economics & involvement
- Funding



State of the Classroom

ArtsNOW directly addresses these areas of growing importance:

Arts Integration

- Creates a more engaging learning environment
- Improves teacher confidence and creativity
- Helps students develop skills:
 - Creative problem solving
 - Motor and language
 - Social/emotional
 - Critical thinking

STEAM (vs. STEM)

- Strengthens the STEM foundation
- Enhances creativity and collaboration

Improved Student Mental Health = Improved Student Engagement

- As students' mental health needs rise, so do educators' demands for help and resources
- Approximately 5 million adolescents (aged 12-17 in the US) suffered a major depressive episode in the last year
- The number of students diagnosed with anxiety has risen 27%
- 73% of parents are in favor of curriculum that addresses mental health



ArtsNow is uniquely positioned to help educators and administrators make a positive impact in student engagement and teacher effectiveness and attrition.

Strategic Plan | 2023-2026



Strategic Priorities

1

Expand
the ArtsNOW
service footprint
to drive
organizational
growth and
evolution

2

Refine
and advance
ArtsNOW services
and platforms
to ensure
effectiveness,
scalability,
and relevancy

3

Develop
the ArtsNOW
language
and proof points
to demonstrate
long-term
sustainable
impact

4

Strengthen
the ArtsNOW
financial
model and
organizational
structure with
a focus on
bench strength
and development

5

Build
the premiere
networking
and support
platform for
principals,
administrators,
and thought
leaders for
arts integration



Strategic Priorities

1

Expand
the ArtsNOW
service footprint
to drive
organizational
growth and
evolution

- **Strengthen and grow current school partners and cultivate new ones**
- **Maximize schools and students served within existing geographic service footprint**
- **Explore additional state-wide, regional, and national service models**



1 Expand the ArtsNOW service footprint to drive organizational growth and evolution

Key Performance Indicators



Increase number
of schools served
+25



Increase number
of students served
+11,000



Increase number
of educators served
+1,250



1 Expand the ArtsNOW service footprint to drive organizational growth and evolution

Key Initiatives

Strengthen and grow existing, and cultivate new service agreements

Year 1

Expand our programming to (10) additional schools

Year 2

Expand our programming to (10) additional schools

Year 3

Expand our programming to (5) additional schools

Maximize schools and students served within existing geographic service footprint

Georgia

+ 6 schools

South Carolina

+ 16 schools

Explore state-wide, regional and national service models

State-wide, K-12:

- SC ABC (South Carolina Arts in Basic Curriculum)
- SCAC (South Carolina Arts Commission)/Arts Grow SC

Regional, K-12:

- SREB (Southern Regional Educational Board)

National, K-12:

- Council for Exceptional Children DEBH (Division for Emotional and Behavioral Health)
- TECBD (Teacher Educators for Children Residential with Behavioral Disorders)
- AEP (Arts Education Partnership)
- Young Audiences



Strategic Priorities

2

Refine
and advance
ArtsNOW
services and
platforms
to ensure
effectiveness,
scalability,
and relevancy

- **Expand digital online resources for educators and parents**
- **Assess all resources to ensure each is contributing to the intended overall impact**

2

Refine and advance ArtsNOW services and platforms to ensure effectiveness, scalability, and relevancy

Key Performance Indicators

YEAR ONE

+47



- Increase # of online resources
- Add South Carolina standards to all existing resources

YEAR TWO

+50



Increase # of online resources for educators and families

YEAR THREE

+50



Increase # of online resources for educators and families



Strategic Priorities

3

Develop
the ArtsNOW
language
and proof points
to demonstrate
long-term and
sustainable
impact

- **Document results and implement standardized performance measurements**
- **Create post-program case studies that highlight background, process, intended impact, and results**
- **Clearly define success measurements and results for students and educators**



3

Develop the ArtsNOW language and proof points to demonstrate long-term and sustainable impact

Key Performance Indicators

In partnership with USC REM (University of South Carolina Research Evaluation & Measurement) and REAL Consulting Group, ArtsNOW will focus on these initiatives:

Year
1

- Document and validate all existing ArtsNOW impact data from programs and grants
- Define organizational impact measurements

Year
2

- Develop case study templates and reports that include proof points for ArtsNOW organizational impact over 10+ years

Year
3

- Identify and publish success measurements for all ArtsNOW students and educators



Strategic Priorities

4

Strengthen
the ArtsNOW
financial
model and
organizational
structure with
a focus on
bench strength
and development

- **Achieve optimal revenue ratio of 30% fees; 30% grants; 40% giving**
- **Define and develop three-year fundraising strategy, with focus on individual and corporate giving**
- **Define leadership succession and bench strength aligned with growth plan and expansion strategy**
- **Identify and hire key positions to support critical initiatives**
 - Marketing & Advancement
 - Project Manager(s)
 - Additional Teaching
 - Artists/Consultants/Specialists



4

Strengthen the ArtsNOW financial model and organizational structure with a focus on bench strength, advancement, and services expansion

Key Performance Indicators



Increase total
annual revenues to
\$3.87M



Achieve optimal
revenue ratio of
30% fees
30% grants
40% giving



Create and implement
development plan to raise
\$3.9M
over three years

(Currently over 50% already committed)



Strengthen the ArtsNOW financial model and organizational structure with a focus on bench strength, advancement, and services expansion

Key Initiatives

Build revenue growth plan to support organizational growth

- Analyze and evaluate revenue models and actual costs for all programs and services
- Outline rolling 3-year pipeline for grant funding and fee structures

Increase focus on fundraising and donor opportunities

- Define donor funding to make ArtsNOW more attractive to corporate and family foundation giving
- Map out 3-year fundraising plan
 - Engage social and digital marketing support to grow awareness
 - Focus on individual and corporations large and repeat gifts
 - Explore annual signature event

Build organizational structure to support growth and expansion

- Identify and confirm critical positions tied to strategic priorities in years 1, 2, 3

Strategic Priorities

5

Build
the premiere
networking
and support
platform for
principals,
administrators,
and thought
leaders for
arts integration

- **Develop and implement Annual Principal and Administrator Conference**
- **Create networking and communications platform founded on arts integration industry insights**
- **Develop networking vehicle for presenters, participants, and others**



5

Build the premiere networking and support platform for principals, administrators, and thought leaders for arts integration

Key Performance Indicators

Year
1

- Replicate successes from '22 – '23 Principals' Network Conference planned for February 2024
- Implement pre-post questionnaire to secure data on arts integration intent and implementation before conference, directly after conference, 6 months post, and one year post

Year
2

- Create communications platform to encourage ongoing education and engagement
- Create video library of conference content

Year
3

- Develop networking vehicle for presenters, participants, and others

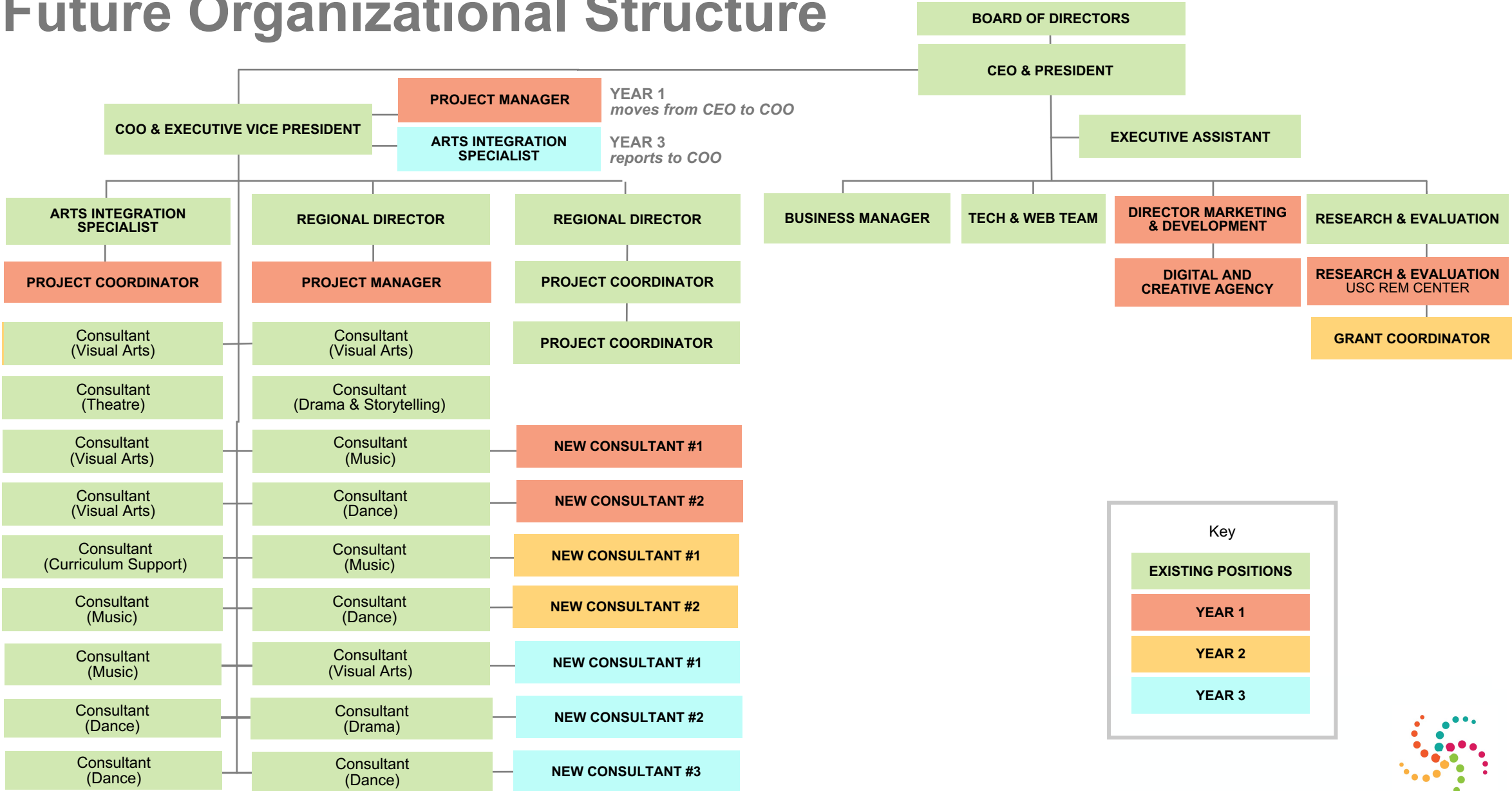


Organizational Implications

ArtsNOW Strategic Plan | 2023-2026



Future Organizational Structure



Roadmap

ArtsNOW Strategic Plan | 2023-2026



Key Initiatives		2023-2024				2024-2025				2025-2026			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Strengthen and grow existing, and cultivate new, service agreements			✓				✓				✓	
2	Maximize schools and students served within existing geographic service footprint			✓			✓				✓		
3	Explore state-wide, regional, and national service models			✓				✓				✓	
4	Expand digital online resources for educators and parents			✓				✓				✓	
5	Assess all resources to ensure each is contributing to the intended overall impact			✓				✓				✓	
6	Document results and implement standardized performance measurements				✓								
7	Create post-program case studies that highlight background, process, intended impact & results								✓				
8	Redefine success measurements and results for students and educators												✓
9	Define optimal revenue ration to support organizational growth		✓				✓				✓		
10	Increase our focus on fundraising and donor opportunities				✓		✓				✓		
11	Build a sound development function to focus on fundraising & donor opportunities				✓								
12	Build organizational structure to support growth and expansion				✓				✓				✓
13	Develop and implement annual principal and administrator conference	✓											
14	Create networking and communications platform founded on arts integration industry insights						✓						
15	Develop networking vehicle for presenters, participants, and others											✓	