



**inclusive arts vermont**

## **2025 Strategic Plan**

### **GOALS & STRATEGIES**

*Formatting note: All goals are numbered, and underlined, the bullet points following each numbered goal are strategies/objectives to complete the goal above it. Items highlighted in blue and have an asterisk are a year 1 priority.*

#### **THE PROGRAMS:**

- 1.) \*Expand the reach of current programs beyond Chittenden County, reaching every region in the state
  - Create a map of Vermont with defined regions
  - Create and maintain programming hubs in each region of the state where trained teaching artists are matched to opportunities
  - Create partnerships with schools and key organizations in each region, resulting in programming in every region.
  - Evaluate whether reach beyond Vermont is a) a priority and b) feasible
- 2.) Outside of direct service arts education, prioritize work that supports systems-level change towards increasing accessibility for disabled people in Vermont
  - Match disabled artists to opportunities for boards or advisory committees, then provide ongoing support while they're in that role
  - Seek out and enter new opportunities to advocate for accessibility within the arts at the state and national levels
  - Create, or support the creation of, an audio description referral service
  - \*Open a small, licensed childcare center specifically for children with disabilities based in the UDL and arts integration frameworks
- 3.) Continue to offer high quality programs in the areas of arts education, exhibition, training, and advocacy
  - Maintain current programming levels
  - Use Results Based Accountability to create impact measures for all programs and create a systematized way of reporting, collecting, and reflecting on data
  - Establish methods for participants to offer input on program development and evaluation

## KEY PROGRAM OUTCOMES:

- 1.) A biennial performing arts showcase
- 2.) A creative aging program for elders
- 3.) More Collaborative Integrated Arts Residencies and Adult Arts Education sites in every region of Vermont
- 4.) A small, licensed childcare center
- 5.) A systemized way to store and share program data

## **THE STAFF:**

- 1.) Continue to cultivate an organizational culture that is supportive, nurturing, and provides opportunities for growth for all staff members
  - Hold quarterly creative meet ups for management team members
  - \*Evaluate all personnel policies and update where needed
    - Areas to consider include technology, family leave, benefits options, creativity supports, volunteer time, four-day work week, remote work
  - Allocate \$500 per management team member per year in the annual budget for staff professional development
  - Increase meaningful and open communication between management team members and the Board of Directors through board and staff pairing and staff attendance at board meetings
  - Evaluate work load and capacity of management team members and adjust as necessary
    - Update all job descriptions and succession plans
    - Create how-to documents for essential functions
    - Hire and train support staff to help with program delivery
    - Hire a bookkeeper/administrative assistant
    - Create a check-in, goal setting, and annual performance review process for the Executive Director via the Board of Directors
  - Annually evaluate salaries and benefits options in comparison to organizations of similar budget and size to ensure fair compensation for staff, raise if financially possible
  - \*For the duration of remote work among the management team, hold quarterly check-ins with management team members on work environment and remote work successes and challenges
- 2.) \*Hire and train a cohort of engaged and professional teaching artists
  - Create and implement a common onboarding, training, and annual review plan
  - \*Increase the hourly pay rate and amount of planning and prep time

- Implement regular community of practice sessions for teaching artists to share ideas and support one another – quarterly, or bi-annually depending on the program
- Increase the amount of teaching artists with disabilities on payroll

#### KEY STAFF OUTCOMES:

- 1.) Quarterly management team creative outings
- 2.) Clear job descriptions and succession plans for all management team positions
- 3.) New management team position: administrative assistant/bookkeeper
- 4.) A common onboarding, training, and review practice for all teaching artists
- 5.) More teaching artists with disabilities on payroll

#### THE FUNDS:

- 1.) Increase financial sustainability and reduce reliance on grants
  - Increase fee for service revenue
  - Explore additional possibilities for earned income including an artist market and products
  - Create and sustain a major giving program and increase the amount of donors giving \$2,500 or more
  - **\*Implement a board-directed annual fundraising event**
- 2.) Increase Board of Directors involvement in fundraising efforts
  - **\*Train current and new board members in asking for funds**
  - Explore implementing a give/get policy
  - **\*Write boiler plate/impact statements for each program**
- 3.) Focus on donor stewardship and retention
  - Create and implement a plan for relationship building with new donors and enhancing relationships with current ones

#### THE STRUCTURE:

- 1.) **\*Review the organization's mission, vision, and values statements and rewrite if deemed necessary**
- 2.) Determine organization's projected growth, as it relates to program output and office/studio space needs
- 3.) Evaluate and identify the organization's workspace needs
- 4.) Find a workspace suited to the organization's need and projected growth
- 5.) Weave anti-oppression values and practices into all levels of the work of the organization

- \*Hold a monthly review of anti-ableism and anti-oppression resources for management team members
- Engage Abenaki Artists Association for staff and board of directors training on land acknowledgements
- Engage with community partners that serve other marginalized communities including BIPOC, LGBTQIA+, and Abenaki individuals
- \*Promote and uplift the work of disabled artists of that are BIPOC, LGBTQIA+, and Abenaki through social media and e-newsletter
- Examine and update hiring procedures and personnel policies to eliminate oppressive policies

## THE GOVERNANCE:

- 1.) Recruit, train, and sustain engaged members of the Board of Directors
  - Board recruitment
  - Diversification to include more variance in gender, racial, and disability representation
- 2.) Create opportunities for Board of Directors members to have meaningful, deep engagement with the organization's mission
  - Create volunteer opportunities for BOD members beyond meetings
  - Formalize and maintain working groups focused on meeting SMART goals
    - SMART – Specific, measurable, attainable, realistic, timely
  - \*Complete training on disability, accessibility, financial management, fundraising, and verbal description
- 3.) \* The Board of Directors will actively engage in and support fundraising efforts
  - Plan and implement an annual fundraising event
  - Support the annual appeal through providing personal contacts, assisting with sending the mailing, and completing follow-up phone calls