M O N T A N A

Creativity at Work

Montana Arts Council
Operating Framework
2014-2018

Clockwise starting top left

Plein Air Paintout Artist Wanda Mumm,
Hockaday Museum of Art

"Little Shop of Horrors" Alpine Theatre Project
Photo by company

Glacier Symphony & Chorale
Photo by company

Montana Artreprenuer Program Artist Booth,
Western Design Conference, Jackson, WY.
Photo: Marti de Alva

Step Afrika at Alberta Bair Theater

Exterior sign on Fort Benton Elementary School
Photo: Anthony Cesare

Table of Contents

The Foundation for It All 4

The Planning Process. 6

A Framework for Economic Vitality

Frame #1: Careers and Connections 8

Frame #2: Market Expansion 10

A Framework for Arts Learning

Frame #1: Life-long Learning 12

Frame #2: Preschool - Grade 12. 14

A Framework to Promote the Public Value of the Arts

Frame #1: Creativity and Innovation 16

Frame #2: The Three Rs – Relationships, Relevance and Return on Investment 18

Frame #3: Challenges and Solutions 20

Sources of Input and Research 22

Partners . . . . . Back Cover

"Big River" Grandstreet Theatre
Photo: Jeff Downing

Grandstreet Theatre
Photo: Tom Cordingley

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ART WORKS.

National Endowment for the Arts
arts.gov

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The Foundation for It All

Vision Statement

Montana is known far and wide as "The Land of Creativity," where the arts are essential to the creativity, imagination and entrepreneurship that make Big Sky Country the very best place on Earth to live, learn, work and play.

Mission Statement

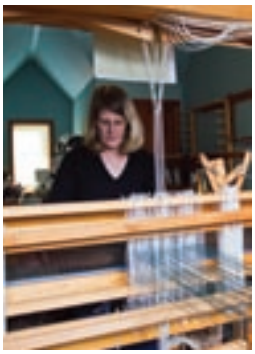
The Montana Arts Council, an agency of state government, develops the creative potential of all Montanans, advances education, spurs economic vibrancy and revitalizes communities through involvement in the arts.

Founding Legislation

In recognition of the increasing importance of the arts in the lives of the citizens of Montana, of the need to provide opportunity for our young people to participate in the arts and to contribute to the great cultural heritage of our state and nation, and of the growing significance of the arts as an element which makes living, working and vacationing in Montana desirable to the people of other states, the Montana Arts Council is hereby created as an agency of state government.

(Statutory Authorization-Title 22, Chapter 2, Montana Codes Annotated; Enacted 1967)

The agency is funded by the State of Montana and, at the federal level, through the National Endowment for the Arts.



Above Left: Rocky Mountain Ballet Theatre. Photo: Ari Dennison. Center: Montana Circle of American Masters artist Deb Essen. Photo: Marti de Alva. Right: bronze sculpture by Montana Circle of American Masters artist Cody Houston. Photo: Kathe LeSage.

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This publication is designed by Parriera Graphic Design.

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Above: Montana Dance Arts Association class
Photo: Charlene White

Center: Montana Circle of American Masters artist
Birdie Real Bird. Photo by artist

Right: "Going Viral" Rocky Mountain Ballet Theatre
Photo: Robin P. Murray

This Framework is a guide for the Montana Arts Council's work from 2014 through 2018. It is meant to be an evolving, responsive tool that can be adapted to address new opportunities and unforeseen challenges in the years ahead. In addition to this Framework, the agency produces an annual work plan outlining specific strategies to achieve the goals set forth in the Framework. Annual work plan accomplishments are also reported. For the latest information, visit art.mt.gov.

MONTANA ARTS COUNCIL
AN AGENCY OF STATE GOVERNMENT
Strengthening the Creative Economy of Montana

Special thanks to:

Paul K. Stahl | Drew Geiger | John Barsness | Patty Bergquist
Public Value Partnerships Grantees | Arts Education Partnership Grantees
Kristi Niemeyer | Sue Bearse | Mark H. Moore | Jeff Lovely

"Aruina" at the Archie Bray Foundation by artist Robert Harrison. Photo: Nelson Guda

Planning Process

The Drawing Board

This Framework was designed through a process that captured the interests and opinions of over 3,500 Montanans:

- Artists, arts organization staffs, boards and volunteers and arts educators
- Political and tribal leaders and members of the general public

It incorporates research and information gathered through:

- Electronic and paper surveys
- Focus groups and workshop evaluations
- Personal interviews and evaluations

A complete listing of research avenues and sources of input is included on page 22.

"CoMotion Fire" CoMotion Dance Company
Photo by company

Montana Named a Top Overall Growth Performer and #1 in Innovation in Nation

"While Montana's energy and mining clusters add a combined 8,400 high-paying jobs to the state since 2002, Montana's greatest resource of national dominance came from the collection of arts, entertainment, recreation and visitor industries..."

US Chamber of Commerce 2010 report: Enterprising States: Creating Jobs, Economic Development and Prosperity in Challenging Times

Designing the Framework: Three Strands Emerge from the Research

Economic Vitality

- **Artists** identified these predominant needs: career and market development assistance, training in marketing and business development skills, and creative partnership development.
- **Arts organizations** continue to value operational support funding, as well as professional development in fundraising, marketing, governance and community leadership issues.
- **Montanans** would like to see expanded technology used to overcome geographic isolation, provide services and lessen communication barriers.

Arts Learning

- Arts education funding and programming remain a strong need. The agency will continue to seek deeper integration of the arts into key state education programs.
- People want access to high-quality experiences that provide an opportunity for life-long learning in the arts, in addition to programs that provide all the arts for students in all the schools.

Public Value

- Political leaders in Montana value efforts that produce return on investment, entrepreneurial spirit, community trailblazers, hard-working partners, outstanding communities, creative minds and lasting legacies.
- Public value, defined as services, programs and products valuable to Montanans and worthy of state investment, is a key benchmark for all state agencies and needs to remain in the forefront of the arts council's goals.

> *"Come on over for a visit. I live 30 miles outside of Malta and I'm the second driveway on the left."*
>
> *Malta Rancher*

Montana Artrepreneur Program artist Dan Palagi

"Wizard of Oz" Missoula Children's Theatre
Photo by company

- Montanans value the arts and believe they are important to their quality of life. State funding for the Montana Arts Council must grow to implement the priorities outlined in this plan.

Our Landscape

- Montana is filled with outstanding artists and arts organizations of all genres. They create an environment that attracts other accomplished artists as well as new and emerging artists. Their work as talented artists and arts educators fuels the environment of creativity that exists in Montana.
- Accreditation standards for Montana's middle and high schools require curriculum in the arts, yet some schools in the state have no arts teachers. K-12 arts education has been further threatened by budget cuts and other policy decisions that impact school curriculum. There is little information available about arts learning in the preschool environment.
- Cultural and heritage tourism are valuable economic arenas in Montana. New partnerships among individuals, communities, and statewide or national resources could open the door to a much broader range of tourism promotion and programs in the future, greatly benefiting both the arts and tourism.
- Montana leaders have placed a focus on American Indian communities in Montana and the value of their culture and traditions. Many outstanding Indian artists in our state can potentially benefit from this focus.
- Montana is generally well connected to internet services, and the infrastructure is in place to allow all sectors of the population to develop newer methods of doing business and to stay in touch with current trends. Montana is a large and sparsely populated state where technology is quickly breaking down traditional geographic isolation.
- By 2025, Montana will have the third oldest population per capita in the country, prompting the arts council to re-prioritize issues that involve the arts, such as health and healing, access to affordable health insurance, accommodating people with disabilities and providing access to, and life-long learning in, the arts for all Montanans.
- The Montana Arts Council serves the public through promotion of the state's arts industry; working with arts educators, hundreds of arts organizations and thousands of artists. The public value produced by this industry is recognized by more Montanans – whether through economics, education, community vitality or aesthetic satisfaction. Endeavors to make the connection between the arts and people's everyday lives have been working and must be continued.
- Efforts to increase arts funding at local, state and national levels have met with some success, but there is still a long way to go.

On the Horizon: Montana, The Land of Creativity

The arts are a great source of hope for the future of Montana, providing enormous pleasure and satisfaction while encouraging the public towards greater entrepreneurial thinking, creativity, and problem solving for a brighter future.

A Framework for Economic Vitality

CREATIVITY AT WORK BOOSTS CAREERS, ECONOMIES AND COMMUNITY VITALITY

Economic Vitality Frame #1: CAREERS AND CONNECTIONS

Outcome We Want:

Healthy careers and vibrant businesses are built and enjoyed by artists and the staff and boards of arts organizations in every rural and urban region of the state

"...the homegrown talents of people in rural areas and on reservations that have been honed over long periods of rural self-sufficiency are now being turned into commercial endeavors - knitters, weavers, woodworkers, canners and potters."

Regional Technology Strategies, Inc.

Why We Do It:

Promoting careers and connections through professional development (research and learning opportunities) and networks (local, regional, statewide and national) align with the state's workforce development efforts and are high-priority needs for artists, arts administrators and educators throughout Montana

Competencies in business skills, teaching the arts and making creative and economic connections across larger networks increase the opportunity to successfully establish, stabilize and grow careers and increase revenues and income

MONTANA ARTS COUNCIL

STATE OF THE Arts

Artist Gathering draws artists from across state

Warren Miller Performing Arts Center

New theater offers inaugural performing arts series

Montana Arts Council's *State of the Arts* bimonthly newspaper

How We Do It:

- Provide workshops, grants, awards, programs, mentorships, peer-to-peer learning and customized consultations for artists, arts educators and arts organization leaders to build skills in teaching, business, fund raising, audience development, legal issues and leadership/governance
- Connect artists, arts educators and arts organizations to resources for capital and infrastructure support, including Americans with Disabilities Act access issues
- Effectively use available communications technologies to produce publications, share arts industry information resources and research, and foster connections with local, statewide and national service organizations
- Utilize available technology to maximize participation, facilitate grantsmaking and provide remote learning opportunities
- Establish baseline measurements where applicable to track career growth
- Produce *State of the Arts* newspaper, eNews, blogs and feeds for artists, arts organizations and arts educators

Montana Artrepreneur Program artists exhibit their work at the annual Montana Economic Developers Association meeting. Photo: Cinda Holt

"One out of every 60 people in Montana's labor force is a working artist."

2013 Montana Department of Labor report

How We Evaluate It:

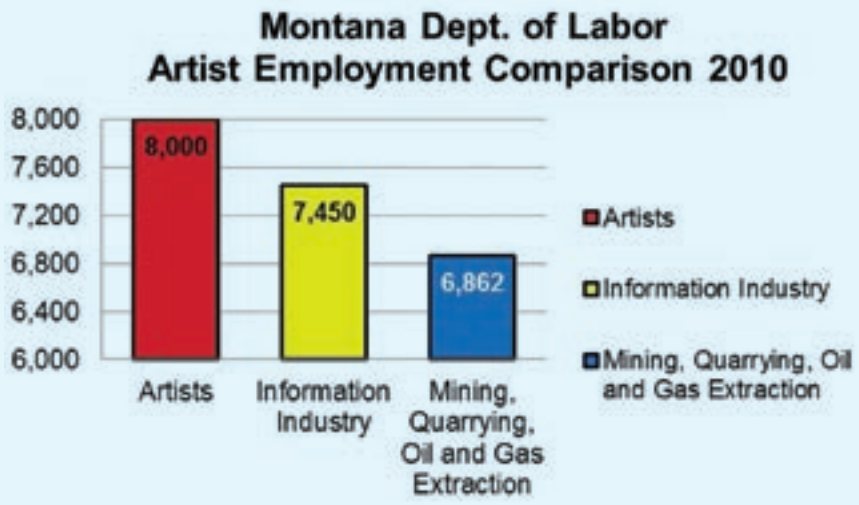
- Document successful methods of artists' career stabilization, business growth and continuing network involvement through surveys and conversations with program participants
- Assess outcomes of professional development programs through review of evaluations that are generated by objective experts
- Track, adjust and monitor agency activities and results through a staff Annual Work Plan that identifies and assigns specific tasks and includes measurable outcomes

Consequences of Failure:

- Necessary business skills and collaborations fail to develop for artists and arts administrators, resulting in less income and fewer jobs in the state
- Arts organizations face increasingly unstable revenues and leadership
- Networking and/or learning opportunities from peers are not available

Indications of Success:

- Artists' business skills increase their success and income as artists
- More artists make themselves known to MAC and their communities
- Arts organizations see stability and/or increased revenues
- Active networks advance knowledge, improve skills and increase productivity for artists and arts administrators
- Skills are developed that are used as models of best practices of artists and arts administrators for other markets and communities both inside and outside Montana



Economic Vitality Frame #2: MARKET EXPANSION

Outcome We Want:

Expanded markets and audience-building opportunities for rural and urban artists and arts organizations, including:

- Greater exposure to marketing outlets and resources
- Increased exhibition, arts participation and performance opportunities
- Expanded distribution channels and promotion opportunities

"My online income for the first four days of December 2013 has already exceeded my entire December online income of 2012. All the marketing, branding, social networking and other skills I learned in MAP are clearly paying off!"

Montana Artrepreneur Program artist Rickie van Berkum, Raven Ridge Fiber Arts, Huson

Why We Do It:

When Montana's artists and arts organizations increase their income with sales of products and services, they improve the quality of their lives and advance local and statewide economic growth, successfully compete globally and enhance community vitality through their art and services

How We Do It:

- Help artists learn more about entrepreneurship for market expansion:
  - > Provide grass-roots learning through regional groups of artists working toward market readiness
  - > Create a process for "market-ready certification"
  - > Develop pathways to online market expansion
  - > Connect artists to networking opportunities with entities that can provide market access for Montana art
- Share industry information and provide custom consultations to arts organizations' staff and boards to develop income and expand audiences
- Establish baseline measurements where applicable to track artists' marketplace sales
- Provide grant funding for community outreach, participation building and market expansion for arts organizations and artists
- Connect artists, nonprofit and for-profit arts businesses to state cultural tourism efforts and continually advocate for the arts' inclusion in tourism promotion

Hand-wrought bedframe by Montana Circle of American Masters artist Randall Mundt. Photo by artist

"Montana artists and their businesses contribute to their community's economic sustainability and health, and educational avenues. The work they produce supports an atmosphere of community building. Their work promotes a spirit of Montana."

Dr. Jan Boyle, independent evaluator of the Montana Artrepreneur Program

"Rising Brown" Montana Circle of American Masters artist Tom Dean
Photo by Kathe LeSage

How We Evaluate It:

- Analyze success of artists' marketing efforts through pre- and post-program in-depth surveys of income and inventory growth and distribution opportunities
- Assess arts organizations' audience growth and increases in the number of partnerships that help improve organizational income via annual reports
- Review and analyze statistics and narrative responses of reports from artists and arts organizations participating in MAC's grant programs
- Assess content of tourism's regional and local marketing materials and travel promotions for inclusion of Montana's artists and arts organizations
- Conduct economic impact studies of individual artists and arts organizations
- Track, adjust and monitor agency activities and results through a staff Annual Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of Failure:

- Sales stagnate or decline due to severely limited access to markets or market opportunities
- Artists leave the state in order to access larger markets
- Arts organizations' audiences and earned revenue streams decline, leaving them at risk of operating at a deficit or closing up the business
- Local businesses do not maximize revenues that cultural tourism marketing could provide
- State's accommodations tax revenues do not grow as a result of longer stays by cultural tourists

Indications of Success:

- Participating artists' and arts organizations' revenues measurably improve
- More businesses make more Montana art available to customers
- Artists participate in more markets
- Audiences grow and participation increases for arts organizations
- Virtual/online market opportunities are utilized by more artists and arts organizations
- Tourism promotions and strategic plans are infused with the arts

"All this and Dragonflies Too"
Artist D.G. House. Photo by artist

MONTANA ARTREPRENEUR PROGRAM
MONTANA ARTS COUNCIL

A Framework for Arts Learning

PROVIDE ACCESS TO QUALITY ARTS LEARNING TO DEVELOP THE CREATIVE POTENTIAL OF MONTANANS OF ALL AGES

Arts Learning Frame #1: LIFE-LONG LEARNING

Outcome We Want:

Montanans acquire knowledge and skills in the arts and experience life-long learning through creative expression, exploration and participation in the arts

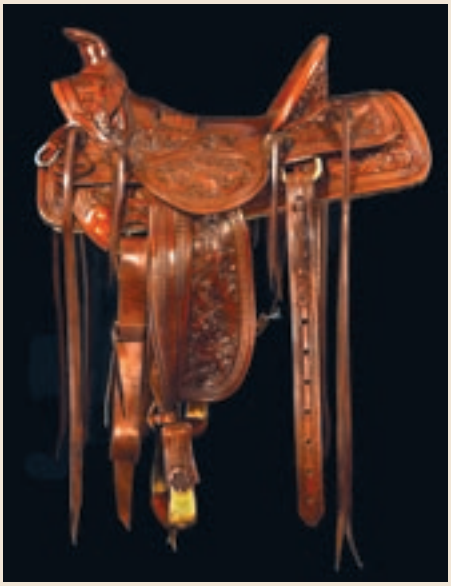
Arts & Culture...and Aging
Lifelong Learning in the Arts

"Participation in arts classes for older adults has been proven to increase quality of life and improve physical health (including flexibility, coordination, balance, and endurance); to reduce stress and feelings of loneliness and isolation; and to reduce risk of Alzheimer's disease and related dementia."

Grantmaker in Aging

Why We Do It:

- Opportunities for creative expression and aesthetic experience enhance the lives of individuals and their contributions to their communities
- Montanans value participating in and celebrating their cultural heritage



Montana Circle of American Masters artist Bill Allison. Photo: Kathe LeSage

How We Do It:

- Organize workshops for teachers, teaching artists and arts organizations' staff on how to work with a diverse audience of learners
- Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts learning, as well as operating support grants for arts organizations' educational mission
- Offer technical assistance to staffs of arts organizations, schools and libraries, as well as community, healthcare and social service organizations and government agencies to improve the accessibility of their programs and facilities to a diverse audience of learners (Accessibility barriers can be: geographic, physical, emotional, age, economic, intellectual or cultural)
- Provide leadership to enhance knowledge and understanding about the contributions of the arts and the value of arts learning for statewide boards, other state agencies, Montana Tribal Nations and state/national arts organizations

Montana Circle of American Masters artist Donovan Archambault
Photo: Marti de Alva

Montana Circle of American Masters artist Scott Enloe. Photo by artist

Creative Expression: Both Stimulates and Benefits the Older Brain

"There are numerous psycho-social benefits of taking up any arts form, including memoir writing, playing a musical instrument, or painting landscapes, which lead to greater life satisfaction, increased passion, an enhanced sense of well being and increased ability to focus sharply, as well as an expanded social community."

"The Vintage Years: Finding Your Inner Artist (Writer, Musician, Visual Artist) After Sixty"
By Francis Toder, Ph.D. ©2013

How We Evaluate It:

- Analyze available data to identify specific ways to:
  - > Modify instruction to accommodate diverse learners
  - > Reduce fees or support costs through subsidies or scholarships to underserved populations
- Analyze results from follow-up surveys to determine if groups that receive professional development and/or technical assistance on accessibility indicate their programs are serving a larger and more diverse audience
- Review and analyze the expertise of artists on the Artists Registry for their abilities to accommodate their lessons for a diverse group of learners
- Track, adjust and monitor agency activities and results through a staff Annual Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of Failure:

- Underserved Montanans cannot access arts learning opportunities
- Arts organizations and arts learning programs have unrealized cultural and economic potential to build audiences and participants
- Loss or diminishment of our cultural heritage and ways of life

Indications of Success:

- Opportunities for life-long learning in the arts are available in a wide variety of community organizations and are valued by their participants
- Interest in MAC's arts learning programs and services is evident statewide
- Grant applications are received on behalf of all 56 counties, seven Indian reservations, Pre-K-12 children, adults of all ages, people with disabilities, patients, families and staff in healthcare facilities, and at-risk populations

Ceramics Class, Archie Bray Foundation
Photo: Rachel Hicks

PROVIDE ACCESS TO QUALITY ARTS LEARNING TO DEVELOP THE CREATIVE POTENTIAL OF MONTANANS OF ALL AGES

Arts Learning Frame #2: PRESCHOOL - GRADE 12

Outcome We Want:

Montana Preschool through Grade 12 students (public, private and home school) study a curriculum aligned with the Montana Board of Public Education's Standards for Arts

Artists in Schools and Communities workshop with artist Alana Derocchi, Holter Museum of Art
Photo by company

"The real product of arts education is not the works of art, but the child."

Lois Hetland, arts educator and co-author "Studio Thinking: The Real Benefits of Visual Arts Education" 2007

Why We Do It:

- To assure that every Montana student has the opportunity to reap the emotional, intellectual, social, cultural and economic benefits provided by a high-quality education in the arts
- To provide an avenue through arts curriculum aligned with the Montana Standards for Arts for Preschool through Grade 12 children to better understand and make connections among ALL curriculum areas
- To nurture the intellectual, social and physical skills that children develop in the first five years of life through arts learning experiences in the early childhood setting
- To enable all students, through an education that includes the arts, to:
  - > Learn the fundamental skills and knowledge of an art form
  - > Develop the habits of mind that lead to a whole, healthy engaged citizen of the world
  - > Discover different avenues of learning (through hands-on participation)
  - > Develop the 21st-Century Skills (Creativity, Collaboration, Communication and Critical Thinking) necessary to succeed in Montana's workforce and the global economy
  - > Access and understand our cultural heritage, which includes, among others, the distinct and unique cultural heritage of American Indians in Montana

POETRY OUT LOUD
NATIONAL RECITATION CONTEST

How We Do It:

- Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone and on our website
- Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects such as STEM (science, technology, engineering, mathematics)
- Offer grants to develop arts curriculum, assessment, professional development, student internships/mentorships and artist residencies
- Partner with Montana Office of Public Instruction (OPI) to adapt, revise/create curriculum and identify best practices to support the Montana Standards for Arts which includes integrating quality Indian Education for All content in the standards and instructional practices
- Provide leadership to enhance Montanans' knowledge and understanding about the critical importance of arts learning for statewide boards and state/national arts education organizations

Artists in Schools and Community residency, with artist Wanxin Zhang, Holter Museum of Art
Photo by company

"The arts let me bring out who I really am through my personal creative projects."

"Art helps me understand everything about life!"

Blackfeet Reservation, Browning High School students

Indications of Success:

- Students achieve the fundamental skills and knowledge stated in the learning objectives for MAC's residency grants
- Pre-schools and schools find the rewards of including the arts as part of the curriculum so compelling that they increase their requests for technical assistance, professional development and artist residency grants
- MAC, OPI and educators across the state collaborate on adapting and revising the Montana Standards for Arts and they are successfully implemented to strengthen arts curriculum in classrooms across the state

How We Evaluate It:

- Determine if school and preschool residency grants have:
  - > Clear and measurable learning objectives that are aligned with the Montana Standards for Arts
  - > An appropriate process to assess how well students achieved the learning objectives
  - > Detailed activities that meet the learning objectives
- Gauge demand and need by the types of requests for technical assistance, professional development and artist residency grants
- Track, adjust and monitor agency activities and results through a staff Annual Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of Failure:

- Too many Montana students do not have the opportunity to study the arts and achieve the significant intellectual, educational, cultural and economic benefits that can result
- Arts learning programs are not widely available to nurture the intellectual, social and physical skills that children develop in the first five years of life

"Wonka" Bigfork Playhouse
Photo: Brach Thomson

A Framework to Promote the Public Value of the Arts

CONVEY THE DIFFERENCE THE ARTS MAKE IN THE INDIVIDUAL AND COLLECTIVE LIVES OF MONTANANS

Public Value Frame #1: CREATIVITY AND INNOVATION

Outcome We Want:

Montanans utilize the power of the arts as a catalyst to develop creativity and innovative thinking

"Campion Necklace" Artist's Innovation Award winner April Hale. Photo by artist

Why We Do It:

The arts produce creative minds. Creative minds develop whole, healthy, engaged human beings, and promote innovation. Creative enterprises fuel community and business development

"Naming Ceremony" Artist's Innovation Award winner Angela Babby. Photo by artist

How We Do It:

- Produce examples and promote research that support the connection between the arts, creativity, innovation and whole, healthy, engaged human beings
- Publish stories from Montana that illuminate the connections between the arts, creativity and innovation
- Reward and recognize creativity and innovative artistic talent in the state
- Work with the OPI to advance STEM to STEAM (Science- Technology-Engineering-**Arts**-Mathematics)
- Serve as the catalyst, and provide pertinent information, for non-arts industry leaders to carry the message of the creative and innovative benefits derived from the arts (Arts = Creativity = Innovation)
- Council members connect with non-arts industry leaders in their regions to make the case for the importance of the arts to foster creativity and innovation

"I believe the arts help us use the part of our brain where innovation comes from…innovation after all is creativity even if it is being applied to something that already exists."

Science Investigator
National Institutes of Health Rocky Mountain Laboratory

"Blindsided" Montana Arts Council member and artist Tracy Linder. Photo by artist

How We Evaluate It:

- Investigate the impact the arts have on employee performance and well-being in non-arts industry businesses and about the importance of their community's cultural strengths to their overall success through interviews, conversations and surveys
- Track results of these strategies to assess how the arts are used as a catalyst to drive creativity and innovation in economic, business and workforce development programs in the state
- Track the presence of the arts in economic, business and workforce development programs of the state
- Survey artists and arts organizations about ways they support broader community needs
- Analyze evaluation data from market development and grant programs for creative and innovative business approaches
- Track, adjust and monitor agency activities and results through a staff Annual Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of Failure:

- Montana is less able to attract businesses because the arts and cultural environment is unknown or perceived to be weak
- A limited creative and innovative arts environment causes artists to relocate out of state
- Artists' perspectives and innovative solutions stay "under the radar" and are not recognized or acted upon outside of the arts communities
- Montana's reputation for (and ability to produce) innovation is diminished

"Removable Beast" (album cover) Artist's Innovation Award winner Andy Smetanka. Photo by artist

"It's a package deal. No technology without artistic creativity!"

Software Designer, RightNow Technologies/Oracle

Indications of Success:

- Arts leaders are actively engaged in social, civic and cultural dialogues
- The arts as an industry is recognized by other industries for its potential to contribute to creative problem solving
- Montana draws and keeps creative businesses, artists and entrepreneurs who contribute to a more vibrant economy
- STEM will become STEAM (Science-Technology-Engineering-**Arts**-Mathematics)
- Non-arts industry businesses recognize and promote the importance of the arts in attracting innovative and creative employees
- The arts are included in the state's economic, business and workforce development efforts

Public Value Frame #2: THE THREE Rs – RELATIONSHIPS, RELEVANCE, AND RETURN ON INVESTMENT

Outcome We Want:

Utilize The Three Rs (Relationships, Relevance and Return on Investment) to build bridges that connect the arts world to the worlds of politics, education, economics and civic engagement

A greater understanding of the return on investment of public dollars and statewide support for resources for all the arts will emerge

Why We Do It:

Montana Arts Council funding for arts organizations, artists, events, programs and arts education improves the quality of life and enhances the business climate of the state

The agency invests state and federal tax dollars on programs and services and evaluates its results based on the return on investment these tax dollars provide

Adventures in Music Day, Billings Symphony
Photo by company

Sunburst Community Foundation
Photo by company

"Today, in the middle of the recession, younger artists are increasingly entrepreneurial and are starting a rash of businesses from software development to clothing design. We know that MAM is a cultural anchor, and along with The University of Montana, has helped to grow the young artist community. These artists go on to have thriving art careers and contribute design and creativity in many industries."

Missoula Art Museum (MAM),
MAC Public Value Partnerships grantee

How We Do It:

- Find and define the relevance (connections, common values, goals and outcomes) among the fields of art, politics, education and commerce
- Initiate opportunities to establish relationships among the arts council, artists and arts organizations and those who fund or provide services for the arts including civic, tribal and governmental leaders, as well as the private sector
- Continue to build relationships with leaders of Indian Country in Montana, state tourism office and other state agencies
- Initiate strategic investments and/or activities in non-arts social, civic and economic sectors to promote the public value produced by artists and arts organizations
- Partner with arts organizations' leadership and with artists to promote their own Three Rs:
  - > Build **Relationships** with arts audiences, funders, community and political leaders that will result in greater support of their mission and work
  - > Show how their mission and work is **Relevant** to audiences and supporters to increase participation (Relevance = Connection = Meaning)
  - > Show how their mission and **Return on Investment** produce public benefits

Great Falls Symphony Cascade Quartet. Photo: Scott Photography/Design: Renaissance Creative

"The Hockaday Museum of Art is not all things to all people; rather, it is something uniquely special to each person who experiences it. To the first grader on a school field trip, the Hockaday begins as a big, old building filled with paintings and sculptures by "famous dead people." Soon everything and everyone comes to life in stories told by enthusiastic docents, and through carefully designed art projects that fit the child with artists' shoes for a magical hour. These children carry their museum experiences home to their families and into their adult lives."

Hockaday Museum of Art, MAC Public Value Partnerships grantee

How We Evaluate It:

- Collect data from artists and arts organizations about their interaction with civic organizations such as Chambers of Commerce, Lion's Clubs and other social service organizations, local governments and churches
- Collect stories from artists and arts organizations on their efforts promoting their Three Rs (Relationships, Relevance and Return on Investment)
- Track, adjust and monitor agency activities and results through a staff Annual Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Intermountain Opera Run
Photo by company

Consequences of Failure:

- Funding for the arts from state and local resources is restricted or reduced
- Resources for market development and arts partnerships efforts decline
- The arts field is not at the table to help define quality education, civic and economic vitality, and the arts are still considered "extra" instead of "essential" to quality of life

Indications of Success:

- Increased resources are available for artists and arts organizations due to a greater understanding of their public value
- State funding increases for the Montana Arts Council, and more people of all abilities and incomes statewide benefit from its arts programs and services
- Engaged artists and arts organizations actively participate in community and statewide efforts of civic involvement, economic growth and issues of quality of life
- The arts council remains a connector and centralized resource for the state's arts industry

Writer Maile Meloy at Montana Festival of the Book
Photo by company

Public Value Frame #3: CHALLENGES AND SOLUTIONS

Outcome We Want:

Innovative and creative solutions for many challenges and new opportunities facing Montana and its leaders are arrived at through the involvement of arts organization leaders, artists and arts educators

Why We Do It:

Creativity, innovation and the arts are catalysts for new and expanded ways of thinking, seeing and solving problems

The arts council seeks to effectively respond, in creative and innovative ways, to new opportunities and to the state's educational, economic and civic challenges

How We Do It:

- Position "public value" (the impact of services and programs on the public) as a litmus test for prioritization to address:
  - > Agency funding and resource challenges
  - > Sound, strategic investments with agency dollars and staff, including making realistic decisions about capacity
  - > Ability to be nimble and have flexible responses to the potential impact of new directions within agency programming and project funding decisions
- Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including:
  - > Populations - changing demographics in the state (including age, race, ethnicity, geography, income)
  - > Health - healthcare and aging

"Art is the River" Artists in Schools and Communities workshop with artist Marina Weatherly

"...around the world the arts are emerging as an important and integral component of healthcare. In two recent surveys, nearly half of the healthcare institutions in the United States reported having arts in healthcare programming."

State of the Field Report, 2009, National Endowment for the Arts and Society for the Arts and Healthcare

Flathead New Horizons Band. Photo: Brenda Clark

> Technology – accessibility, communications and trends

> Access - resources for all Montanans, regardless of the remoteness of their locations

> "Big Data"– current nationwide and worldwide arts industry research

- Define and convey to those who affect state and local resources how their challenges can be met through increased revenues and resources for the arts
- Build a statewide coalition to mobilize college and university faculty, school administrators, superintendents, parent organizations and school board members to advocate for arts learning in the schools
- Build a network of resources for artists', arts educators' and arts organizations' capital and infrastructure support (including Americans With Disabilities Act access issues)
- Pursue diverse streams of revenue to increase the agency's financial resources or other resources
- Continually optimize agency performance and staff continuity/ succession planning
- Council members exercise leadership for agency operations to increase public value: they are active committee members and the best informed council they can be

Consequences of Failure:

- The arts world finds itself "behind the curve" and is not considered a vital part of problem-solving discussions for changing communities
- Communities do not experience the vibrancy and positive results of arts-driven initiatives that bring people together during times of change and uncertainty, and that preserve and plan for Montanans' vision of their future

ACCESS 24/7

Image by Czelsi Kozak

Montana Shakespeare in the Parks.
Photo: Mark Kuntz

Indications of Success:

- The arts council is an equal and important partner to help advance solutions to many of the state's challenges
- Leaders in the arts sit at the table for state- and community-wide discussions about the needs of changing populations and demographics and other impacts on community vitality

"Learning other ways to view processes and resources is the only way to a better future. Only science and the arts teach people that there are other ways to view things and provide concrete examples."

Software Designer, RightNow Technologies/Oracle

Sources of Input

Targeted Research

A Report on the Status of Arts Education in Montana 2009-2010 School Year

In partnership with WESTAF, in-depth conversations were conducted with principals, superintendents and head teachers. The results are their perceptions of the state of arts education in their schools. Of the 847 elementary, middle and secondary schools in Montana, 313 participated.

Direct-Care Health-Care Providers and Health Care Administrators

Representatives of the Montana Hospital Association, Montana Medical Association, Montana Nurses Association and Montana Art Therapists Association helped distribute an in-depth survey to health-care providers, administrators, arts organizations and artists: 108 medical professionals responded, as did 490 individual artists and 59 arts organizations.

Oracle/RightNow Technologies

Hardware and software engineers for the Bozeman-based tech company RightNow Technologies (purchased by Oracle) responded to our survey that inquired about the role the arts play in their careers, lifelong learning and innovation in their work: 66 respondents.

National Institutes of Health/Rocky Mountain Laboratory

Principal investigators and administrators at Hamilton's Rocky Mountain Laboratory (a lab of the National Institutes of Health) responded to our survey that inquired about the role the arts play in their careers, lifelong learning and innovation in their work: 38 respondents.

Arts-Based Surveys

2012 Montana Artists Study

This general survey (via SurveyMonkey) asked for feedback on MAC programs, current needs of artists, and information about technology and social media usage: 792 respondents (self-identified as 157 performers, 138 writers and 605 visual artists).

Montana Arts Organizations

Through SurveyMonkey, arts organization leaders responded to questions about organizational strength and characteristics, future outlooks and needs, as well as assessing MAC programs and services, and technology and social media usage: 159 respondents.

Blackfeet Tribal High School Students

A hardcopy survey was completed by high school students in Browning, on the Blackfeet Reservation. Indian students provided insight about how the arts are viewed and integrated in their personal, educational and family/community lives. They also responded to questions about technology and social media usage: 92 respondents.

Montana Arts Council Members

In August 2012, 13 of 15 members of the Montana Arts Council participated in an electronic survey to capture their thoughts on issues relevant to the agency's 2014-2018 strategic planning efforts. Half of the members have served up to four years on the council, and the other half have served five years or more.

Performing Artists and Writers

Performers and writers were asked what information they would find most helpful in both *State of the Arts* newspaper technical assistance and on Facebook. The agency learned from its Artist Survey, mentioned above, that these two arts disciplines need increased attention: 43 performing artists and 61 writers responded.

Montana Artrepreneur Program Artists' Gathering

Artists participating in cohorts, or as cohort coaches, responded to questions about the transformative nature, and the economic impacts, of their experience: 154 respondents.

The Emily Hall Tremaine Foundation

The Emily Hall Tremaine Foundation contracted with The Cultural Planning Group to collect data on their grantees who participate in the Marketplace Empowerment for Artists initiative. The in-depth survey asked for both qualitative and quantitative information from individual artists. As a grantee, MAC asked Montana artists throughout the state to take the survey: 43 respondents.

Public Poll

Montana Chamber of Commerce Poll

This poll of the general public (via telephone) asked their opinion about the importance of, and appropriate levels for, government funding for the arts: 450 respondents.

Program Evaluations

Artists in Schools and Communities

Annually, 50 education sponsors provide feedback on MAC's Artists in Schools and Communities residency programs, including program effectiveness and teacher competency.

Montana Education Association Workshops

Annually, 100 participating teachers provide feedback on workshops in the arts presented by MAC at the annual Montana Education Association-Montana Federations of Teachers statewide teacher conference. Teachers are also asked to make recommendations for future teachers.

A Report on the Montana Artrepreneur Program (MAP) 2008-2012

This report provided insight into what best encourages an individual to thrive and succeed as an adult learner as an artist participating in the Montana Artrepreneur Program. This in-depth research captured participating artists' economic goals and results, their desire to improve personally, and in their business of art. Quantitative and qualitative data from five instruments were analyzed in December 2012 from participants involved in the 16 MAP groups across Montana: 92 artists participated in one-on-one interviews and surveys.

Montana Artrepreneur Program Cohorts

Participating artists completed in-depth evaluations of the Montana Artrepreneur Program's learning components, economic impacts and cohort/networking aspects of the program. In 2012, 154 artists responded and 66 other artists responded to a general MAP information request.

Program Grant Reports

Artist in the Schools Residency Program, T.E.A. (Teacher Exploration of the Arts) Program

Fifty sponsors and teachers respond annually to program accomplishments and challenges.

Public Value Partnerships Program

Annually, 50 grantees provide stories about The Three Rs (Relationships, Relevance and Return on Investment): how they use public tax dollars to provide public value.

Strategic Investment Grant Program

Approximately 30 to 40 annual grantees provide statistical information as well as responses to the question "Why is this project worthy of state investment?"

Cultural and Aesthetic Grant Program

Biennially, 80 to 90 grantees report on the public value of the activities undertaken in this program, administered by MAC, but enacted by the legislature.

Interviews and One-on-One Conversations

Legislative Listening Tours

Conversations were held among 15 legislators and MAC council members and/or staff to discuss their personal political priorities and histories, their concepts of good citizenship and how they view creativity in relation to the state's future welfare.

Montana Cultural Advocacy

Targeted conversations of advocacy representatives and MAC staff with 40 legislators took place to discuss the public value of the arts and shared priorities.

Governor's Office of Economic Development

MAC staff met with representatives of the Governor's Office of Economic Development to discuss state priorities and have a dialogue about how the arts, innovation and creativity support economic development through job creation and expansion, especially in rural areas throughout the state.

Montana Department of Commerce

MAC staff met with representatives of the Montana Department of Commerce to investigate shared priorities in supporting the growth of arts-based small businesses, and business-skills development for artists through our Montana Artrepreneur Program.

Montana Office of Tourism

MAC staff met with representatives of the Montana Office of Tourism, and attends Tourism Advisory Council meetings, to keep abreast of tourism priorities and ensure integration of the arts and creativity in their tourism promotion efforts.

Create Montana

In 2010 MAC organized an arts education leadership group comprised of high school and university arts teachers, deans, superintendents and arts-area supervisors to develop strategies to keep and strengthen arts education in schools.

Office of Public Instruction (OPI)

MAC staff met with the Superintendent of Public Instruction, OPI's curriculum director, STEM director, and staff for Content Standards and Indian Education for All to explore further integration of the arts in learning, testing and evaluation. The OPI representatives also presented their priorities and plans to council members during 2012.

Montana Arts Council Staff Interviews

All eight Montana Arts Council staff members participated in "Goal Mapping" interviews responding to administrative, personnel and future planning ideas and challenges.

Public Meetings

MAC staff held meetings with members of Montana's Statewide Service Organizations (Montana Performing Arts Coalition, Museum and Art Gallery Directors Association and Montana Association of Symphony Orchestras) to gain feedback on agency priorities and current services and programs: 285 total participants.

Public Feedback on the Drafted Operating Framework

Throughout the fall of 2013 MAC requested responses from the public to the final draft of the Operating Framework through three questions: Are our intentions clear? Do you like the plan? Are we missing something that is important to you? Legislators, the Governor and state and city government leaders and members of the Montana Economic Developers Association were asked to respond, as well as all the readers of MAC's newspaper *State of the Arts* (circulation 10,000) that include all the artists and arts organizations that utilize MAC's services and programs. Number of respondents to the final draft: 37.

Activities At A Glance

Services and Programs operating at the start of this plan, January 2014:

Economic Vitality

- Public Value Partnerships Operating Grants
- Strategic Investment Grants for the Arts
- Montana Artrepreneur Program
- The Art of Leadership Professional Development Program
- Web-Based Resources (research, publications, workshops, webinars, links)
- Staff Technical Assistance

Arts Learning

- Artists in Schools and Communities Residencies and Special Projects
- Arts Education Artist Registry
- Teacher Exploration of the Arts Grants
- Poetry Out Loud
- Adaptation for Using the Arts In Elementary Classrooms (ADA)
- Web-Based Resources (teaching videos, podcasts, research, publications, advocacy, links)
- Folk and Traditional Arts Apprenticeships
- Staff Technical Assistance

Public Value

- Artist's Innovation Awards
- Montana Circle of American Masters
- Cultural and Aesthetic Trust Legislative Grants
- Montana Poet Laureate
- Percent for Art Program
- *State of the Arts* Newspaper
- Arts Calendar
- Web-Based Resources (research, advocacy, social media)
- Staff Technical Assistance

Partners Who Participate in Activating the Operating Framework:

Economic Vitality Partners

Creative Capital, Inc.
Governor's Office of Economic Development
Montana Ambassadors
Montana artists of all disciplines
Montana Association of Chambers of Commerce
Montana Community Foundation
Montana Department of Commerce: Made In Montana/International Trade Relations Department
Montana Department of Labor and Industry
Montana Economic Developers' Association
Montana Office of Tourism
Montana Statewide Arts Service Organizations
Montana Tribal Colleges
Montana Tribal Governments
Montana's arts educators
Montana's nonprofit arts organizations
National Endowment for the Arts
Ravalli County Economic Development Authority
Western States Arts Federation

Arts Learning Partners

Create Montana
Members of Montana Association of Symphony Orchestras
Members of Montana Dance Arts Association
Members of Montana Performing Arts Consortium
Members of Museum and Art Gallery Directors Association
Montana licensed and endorsed arts educators (music, theatre, visual arts)
Montana Office of Public Instruction
- Indian Education for All
- Montana Standards for Arts
- STEM (Science, Technology, Engineering, Mathmatics)

Montana Office of the Commissioner of Higher Education
Montana Parent Teacher Association
Montana School Boards Association
Montana teaching artists
Montana Tribal Colleges
Montana Tribal Councils
Montana University System
National Assembly of State Arts Agencies
National Endowment for the Arts
VSA Montana
Western State Arts Federation

Public Value Partners

Alberta Bair Theater
Alpine Theatre Project
Archie Bray Foundation
Art Mobile of Montana
Big Sky Film Institute
Bigfork Playhouse Children's Theatre
Billings Symphony Society
Bozeman Symphony Society
Butte Symphony Association
Carbon County Arts Guild and Depot Gallery
Clay Studio of Missoula
CoMotion Dance Project
Emerson Cultural Center
Fort Peck Fine Arts Council
Glacier Symphony & Chorale
Grandstreet Theatre
Great Falls Symphony
Hamilton Players, Inc.
Helena Presents/Myrna Loy Center
Hockaday Museum of Art
Holter Museum of Art
Intermountain Opera Association
Livingston Center for Art & Culture, Inc.
MAPS Media Institute
MCT, Inc.
Missoula Art Museum
Missoula Cultural Council
Missoula Writing Collaborative
Montana Ballet Company
Montana Museum of Art and Culture
Montana Repertory Theatre
Montana Shakespeare in the Parks
North Valley Music School
Paris Gibson Square Museum of Art
Southwest Montana Arts Council
Stumptown Art Studio
Sunburst Community Foundation
Venture Theatre
Verge Theatre
VSA Montana
Waterworks Art Museum
Whitefish Theatre Company
Yellowstone Art Museum

Statewide Service Organizations

Montana Arts
Montana Association of Symphony Orchestras
Montana Dance Arts Association
Montana Performing Arts Consortium
Museum and Art Gallery Directors Association

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MONTANA ARTS COUNCIL
AN AGENCY OF STATE GOVERNMENT

Strengthening the Creative Economy of Montana

http://www.facebook.com/pages/Montana-Arts-Council/347466251951287

Blogs: http://www.Montanaartscouncil.blogspot.com | http://bigskyartsed.wordpress.com

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