

# Delaware Division of the Arts Strategic Planning Retreat



January 14, 2015  
Delaware Agricultural  
Museum, Dover, DE

Presented by:  
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## Today's Agenda

1. Review and discuss research results.
2. Small group activity to clarify mission, vision, and values.
3. Small group activity to develop initial goals and objectives.
4. Discussion of next steps.



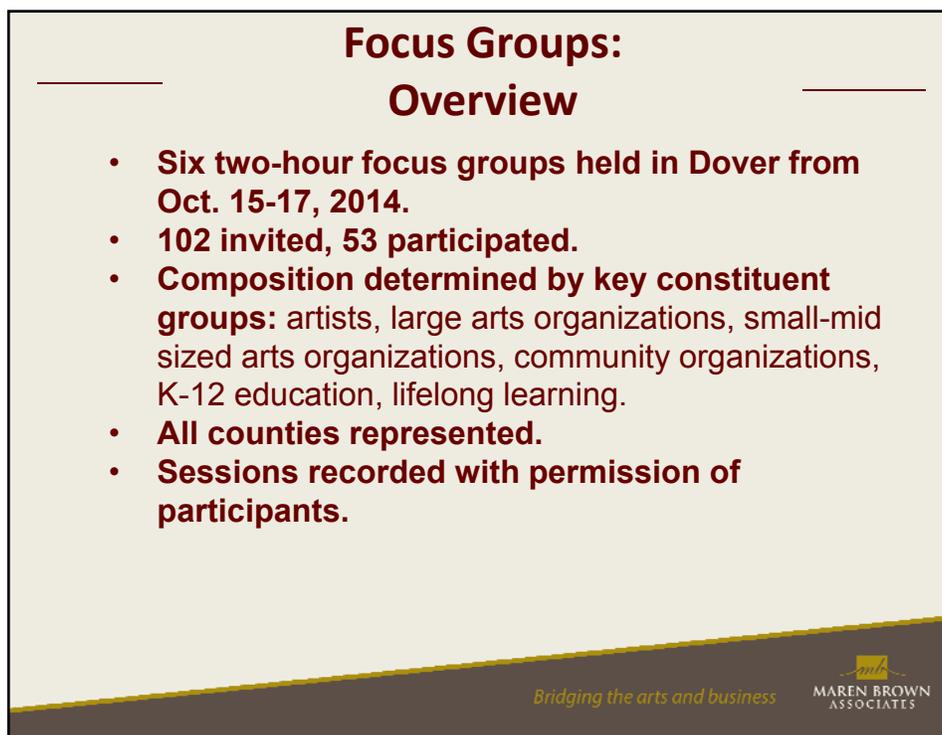
## Overview of Planning Process



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## SUMMARY OF RESEARCH RESULTS



## Focus Groups: Significant Themes

- PreK-12 education
- Regional differences
- Marketing and tourism
- Changes in philanthropic giving
- Creative economic development
- Challenges confronting arts organizations

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## Focus Groups: Planning Implications

- Seek ways to strengthen arts education in state.
- Emphasize role of grant funding.
- Strengthen promotion of Delaware's cultural assets to tourists.
- Help arts leaders explore new revenue models.
- Continue role of convener in the state.
- Assert significance of arts as an economic driver.

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## Survey Research: Overview

- **Two online surveys (one for artists, one for representatives of organizations and schools)** sent to Division of the Arts' email list and posted on the Division's website and social media sites.
- **Survey open October 20-November 10, 2014.**
- **723 individuals responded to both surveys** (272 artists and 451 organizations).
- **Overall response rate of 15% for emailed surveys** (24% artists, 12% organizations).
- **All counties represented.**

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## Survey Research: Significant Results

- **Generally upbeat perception of financial health in sector.**
- **Mixed trends in audience participation.**
- **Issues of importance for each respondent group different.**
- **Division's programs and services viewed positively by both groups.**
- **Providing funding viewed as a significant role for the Division by both groups, with artists also valuing professional development and marketing efforts of the Division.**

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## Survey Research: Significant Results

- **Both groups agreed on top 5 strategic planning priorities:**
  - “Advocate for the arts in Delaware (promoting the public value and awareness of the arts)”
  - “Support arts organizations through grant funding”
  - “Enhance visibility for Delaware artists and arts organizations”
  - “Strengthen arts education for all ages”
  - “Encourage public and private investment in the arts statewide”

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## Surveys: Planning Implications

- **Incorporate top five planning priorities when formulating strategies in the next five years.**
- **Differentiate offerings to artists and organizations/schools, based on issues of importance and grant/service preferences expressed in surveys.**
- **Tactical recommendations for specific program and service offerings.**

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## Regional Meetings:

### Overview

- **Three 90-minute regional meetings were held on October 27-28, in Kent, New Castle, and Sussex Counties.**
- **Each meeting was hosted by a local arts organization; group discussion followed brief presentations by three County arts leaders.**
- **Delaware Division of the Arts Staff attended meetings.**
- **93 people participated.**

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## Regional Meetings:

### Most Prominent Themes

- **PreK – 12 Education**
- **Audience Development & Community Engagement**
- **Community Development**
- **Education and Advocacy**
- **Funding**
- **Marketing & Social Media**
- **Partnerships and Collaboration**
- **Programming and Operations**
- **Regional Differences & Similarities**
- **Training and Networking**

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## Interviews: Overview

- **Thirty 45-minute phone interviews were held between Oct-Dec.**
- **Interviewees included Delaware experts from all counties in a variety of fields.**
- **All interviews covered challenges and opportunities in the state and arts community, strengths and weaknesses of the Delaware Division on the Arts, and recommendations for strategic planning.**

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## Interviews: Significant Themes

- **Lingering effects of the recession**
  - Changes in philanthropic practice & priorities
- **Systemic educational challenges**
- **Access to the arts & targeted audiences**
  - Race, ethnicity, & immigration
  - Unique regional characteristics
  - Cultural facilities
  - Role of the arts in addressing social issues
  - Cultural tourism and arts marketing
  - Relationship of the arts to the business community
- **“Conservative” ethos**
- **State government**

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## Interviews:

### Division of the Arts Assessment

- Staffing & Leadership
- Grant Programs
- Professional Development
- Marketing
- Research

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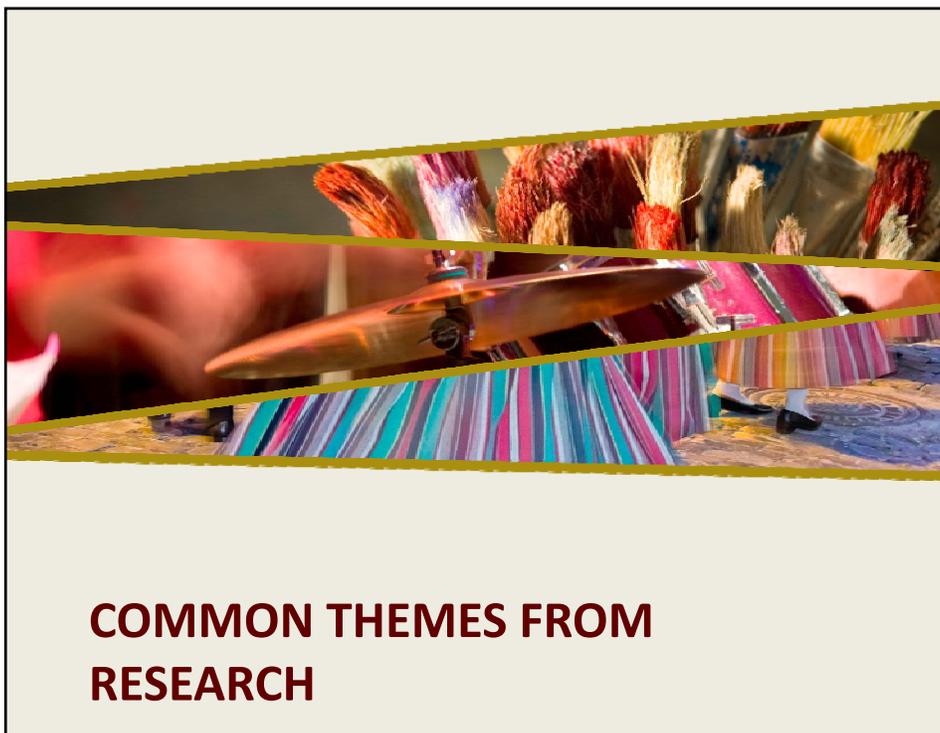
## Interviews:

### Recommendations for Planning

- Support cultural economic development initiatives
- Focus more resources on strengthening arts education
- Improve messaging about the arts
- Expand access to/participation in the arts
- Build on strengths of Division staff and services and focus funding for impact
- Expand partnerships

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### Cross-Cutting Themes

KEY THEMES	Focus Groups	Interviews	Regional Meetings	Surveys
Community Engagement (economic development, audience development, diverse community involvement)	X	X	X	X
PreK-12 Arts Education	X	X	X	X
Marketing (promotion, messaging, tourism, social media)	X	X	X	X
Funding	X	X	X	X
Training and Networking	X	X	X	X
Partnerships and Collaborations		X	X	X
Regional Differences and Similarities	X	X	X	

## Four Major Themes

1. Community engagement.
2. PreK-12 arts education.
3. Information services and marketing.
4. Building capacity of the field.



**QUESTIONS?**