

# Pennsylvania Council on the Arts

## STRATEGIC PLAN 2006 - 2010

### Vision:

### Mission:

- **The Pennsylvania Council on the Arts (PCA) believes** that arts and culture play a vital role in the many diverse communities of Pennsylvania. The multitude of arts organizations, arts programs and projects, and artists provide our fellow citizens with endless opportunities to engage in the arts as creators/artists, audiences or participants. Statewide arts in education programs provide schools and community centers access to the arts for people of all ages.
- **The PCA will continue** to (directly and through regional partnerships) provide support and information to numerous organizations, arts programs and projects, and artists to enhance the delivery of cultural services to the people of Pennsylvania.

**The mission of the Pennsylvania Council on the Arts is to foster the excellence, diversity, and vitality of the arts in Pennsylvania and to broaden the availability and appreciation of those arts throughout the state.**

### Agency Overview:

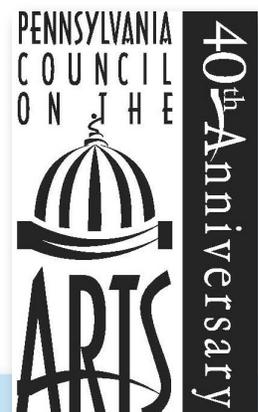
The Pennsylvania Council on the Arts (PCA) is a state agency established in 1966 by the State Legislature as part of the Office of the Governor and charged with “the encouragement and development of the various arts” in the Commonwealth.

The mission of the PCA is to foster the excellence, diversity, and vitality of the arts in Pennsylvania and to broaden the availability and appreciation of those arts throughout the state.

The PCA accomplishes its mission through a combination of grants to non-profit arts organizations, arts programs and projects and to artists; partnerships and initiatives; technical assistance to partners and the field; and, by serving as a resource for arts-related information for state, federal and local government, other funding entities, the arts field, and interested organizations and individuals.

The PCA is governed by a Council of 19 members -15 private citizens and four members of the General Assembly. The citizen members of the Council are appointed by the Governor, with the advice and consent of the Senate, and serve without compensation. The Council sets the mission and goals for the agency, evaluates the progress toward these goals, formulates policy, and makes final decisions on the use of funds.

The agency has a professional staff of 16, headed by the Executive Director, who is hired by the Council.



Ten years ago, the PCA strategic plan called for a complete realignment of the agency. Most grants programs were significantly changed to make the PCA more accessible, clear, understandable, and integrated. Most of that work has been accomplished through the creation of the PCA's nationally-recognized four-track approach and Responsive Funding System. This system received significant recognition in 2004 when it was named among the top 50 in the nation in Harvard's annual *Innovations in American Government Awards* competition, recognizing superior and unique programming initiatives within the public sector. The PCA will continue to refine the Responsive Funding System so a clear and rational process to access state support is readily available.

Artists continue to be an important part of the work of the PCA. The PCA will continue to offer fellowships to individual creative artists and help to celebrate and promote the work of Pennsylvania artists through collaborative efforts such as Pennsylvania Performing Arts on Tour, the Preserving Diverse Cultures Visual Traditions exhibitions, the Pennsylvania Artists and Artisans Trails Initiative, and the Governor's Awards for the Arts.

Pennsylvania Partners in the Arts (PPA) has provided unprecedented access to state arts funding. PCA funds are available at the local level through a quick and simple application process. Over the past two years, nearly 500 funded arts projects across the Commonwealth received state funding for the first time.

Arts in Education support from the PCA fosters educational excellence through participation in the creative process in schools and community settings. The Pennsylvania Arts in Education Partnership, now available in 63 counties, expands this vital work. Partners recruit, select, train, place and evaluate professional-quality artists for residencies in educational settings. In addition, each partner has specialized in an interest area (such as distance learning, early childhood education, and in-service and pre-service training) for in-depth exploration.

Work on the 2006 - 2010 Pennsylvania Council on the Arts Strategic Plan began in 2004 with a Council Retreat.

- The Council determined that the planning effort would once again be broadly inclusive. Nine public meetings were held across the state to solicit information from the public, artists, arts organization representatives, and interested parties. Written comments were requested and received. Special sessions were also convened with PCA partners to obtain their perspectives.
- A combination of facilitated plenary sessions and small group work developed information clusters that reflected patterns or trends emerging across various interest categories.
- All documented information was subject to content analysis by an outside evaluator. Following review of the analysis, PCA staff met to explore the key issues. Information from the Council planning retreat, public meetings, and additional data from internal and external evaluations was brought together. Goals were articulated and strategies and objectives drafted.
- The draft plan was reviewed and discussed by the Council members over a series of three regularly scheduled public meetings. This document reflects the goals and objectives approved by the Council in 2005.

# There are three 3 major goal areas:

Goal *one*

Support

**Support Pennsylvania's creative industry in providing cultural services to the people of the Commonwealth.**

## Objectives for Goal I

- I.1** In the next five years, refine a process that is transparent, clear and provides funding that is flexible and reliable for Arts Organizations and Arts Programs Track, Entry Track, Pennsylvania Partners in the Arts, and Individual Creative Artists.
- I.2** Within the next five years, refine the quality and effectiveness of Arts in Education programs and services.
- I.3** Within the next five years, provide access to information and professional development opportunities to the creative industry as a means to increase available resources.
- I.4** In the next five years, seek to increase investment in arts organizations, arts programs and projects, and artists.

Goal *two*

Community

**Stimulate engagement between and among community leaders, arts organizations and artists to create more vibrant Pennsylvania communities.**

## Objectives for Goal II

- II.1** Within the next year, gather, analyze and distribute information regarding opportunities for communities, artists and arts organizations.
- II.2** In the second and third years, convene and network community leaders, artists and arts organizations to match up ideas and resources.
- II.3** In the fourth and fifth years, encourage communities that have successfully developed programs to utilize and share this information with others.

Goal *three*

Alignment

**Align the PCA's policies and programs to create a more efficient and effective agency.**

## Objectives for Goal III

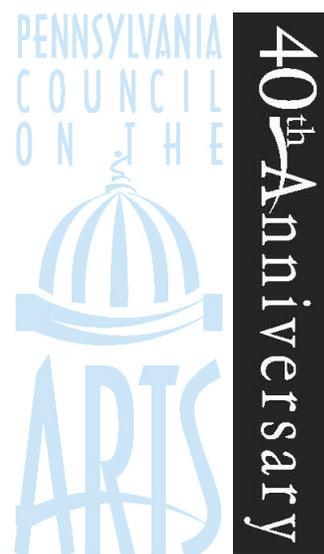
- III.1** Within the next five years, increase the efficiency and effectiveness of the agency by assessing the partnerships and their alignment to the PCA's policies and programs.
- III.2** Within the next five years, increase the efficiency and effectiveness of the agency by aligning all programs and services in the agency with the PCA's policies and programs.

## Commonwealth of Pennsylvania

**Edward G. Rendell**  
Governor

### Pennsylvania Council on the Arts

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