



Arts for Learning
The Virginia Affiliate of Young Audiences

Strategic Plan

2021-2024





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Mission

Our mission is to inspire and engage students IN and THROUGH the arts by providing a substantial range of educationally linked, hands-on, and interactive arts experiences.

Young Audiences of Virginia (doing business as Arts for Learning Virginia) connects learning and arts through a wide collection of professional development for artists, educators, and parents as well as child-focused performances, workshops, residencies, and community outreach events. These experiences unlock creativity and intellectual potential, help students develop life skills, and contribute to vibrant communities.



Purpose

Young Audiences of Virginia (d/b/a Arts for Learning Virginia) elevates the educational community, the arts community, and local communities IN and THROUGH the arts.

In the educational community YAV enriches academic learning and helps develop social, emotional, and cultural competencies among children and educators.

In the arts community YAV encourages the appreciation for and engagement in the arts as an essential part of a meaningful and fulfilling life. YAV creates and advocates for opportunities for artist employment, networking/collaboration, and professional development.

In the local community YAV increases community engagement in the arts. Through our services, YAV promotes beneficial community values of inclusivity, social justice, equality, and respect for diversity.

YAV provides its artists, volunteers, staff, and board with practical opportunities to make a difference in the lives of others, increase their own knowledge and skills, and align their efforts with their values.



Vision

By June 30, 2024, Young Audiences of Virginia, Inc. (d/b/a Arts for Learning Virginia) will be widely recognized as Virginia's premier provider of arts and arts-integrated learning.

As the provider of choice, we strive to ensure every child in Virginia will have the opportunity to engage in quality arts and learning-related activities and experiences.

To achieve this vision, Young Audiences of Virginia, Inc. (d/b/a Arts for Learning Virginia) will:

- Anticipate the changing needs of our partners and local communities
- Identify, engage, and develop stakeholders to help us prioritize services to underserved or historically marginalized populations
- Provide and refine the equitable delivery of services that nurture creativity, cultural awareness, and the development of critical thinking and learning skills

Values

Arts and Arts Learning Matters – The arts have life-changing power to engage imagination and spirit, unlock creative and intellectual potential, and ameliorate past systemic injustices that have led to marginalization and fewer opportunities for personal growth and economic advancement.

Our Work Matters – The support, passion, and expertise of our artists, staff, Board, and volunteers enable greater equitable access to the arts regardless of barriers.

Our Community Matters – Engagement with community members provides opportunities to promote social and cultural understanding and appreciation for the role of the arts in creating a thriving and more inclusive community.

Keys to Success

Providing artistically excellent programs, expertise, and resources:

- Engage quality artists and offer services that are artistically significant.
- Focus on reaching under-represented or historically marginalized populations.
- Develop professional learning opportunities and practical strategies for artists centered on planning, preparation, instruction, and artistry.
- Close the financial gap between what schools and community partners can afford and what artists need to earn.

Integrating the arts into learning and inclusive communities through:

- **Performances** that connect the arts to children through holistic educational learning while fostering understanding and appreciation of both the artist and diverse art forms.
- In-depth workshop programs such as **residencies** or artists-in-residence projects that encourage children to demonstrate and practice imaginative problem-solving, self-expression, and the ability to see from expanded perspectives.
- Hands-on, self-directed interactive **art kits** that encourage creative development and learning exploration.
- **Professional development** that encourages educators in all subject areas to use the arts as innovative teaching tools to create and sustain enthusiasm for learning.

Measurements for Success

In evaluating our progress in meeting our stated Strategic Plan objectives, we will be guided by our overriding principles of inspiring and engaging students through the arts, based on our standards of artistic excellence, educational relevance, cultural responsiveness, fiscal health, and community impact.

Specifically, growth will be measured and evaluated in two distinct but complementary ways:

- **Quantitative:** Reports showing growth toward strategic plan targets based on actual numbers or percentages (i.e. number of students served who are enrolled in Title 1 schools or number of individual donations made).
- **Qualitative:** Evidence-based reports showing growth toward strategic plan targets based on regular and systematic solicitation of stories, feedback, testimonials, and surveys from key stakeholders, including students, families, educators, and artists.

Measurement Period: Measurement targets will be assessed each fiscal year of the three-year Strategic Plan, with adjustments and updates as needed to achieve stated objectives. Throughout each fiscal year, executive leadership will provide regular updates on progress and challenges to the Board of Directors.



Strategy Map Introduction

The strategy map provides a framework for viewing and creating a manageable strategic plan that will guide an organization in achieving its vision. At the top of our map are four key strategic imperatives that run through the entire map and will guide our strategy. The rest of the map is divided into four key perspectives (Client, Financial, Systems + Processes, and Learning + Growth). These perspectives help us to analyze our organization from different viewpoints.

Analyzing from these four perspectives will ultimately create a holistic view of our organization.

CLIENT: This perspective focuses on our client value proposition such as the quality of our programming, brand, partnerships, and client service.

FINANCIAL: This perspective focuses on the financial performance of our organization such as our cost structure, asset utilization, and revenue opportunities.

SYSTEMS + PROCESSES: This perspective focuses on the operations of our organization such as client management, innovation, regulatory systems, and social consequences.

LEARNING + GROWTH: This perspective focuses on the intangible assets of the organization: our people and our culture. This includes professional development, leadership capabilities, employee alignment, teamwork, and information systems.

Imperatives

Strategic imperatives are pillars of excellence that will run throughout our strategy map. They are “north stars” that guide the direction of our strategic planning efforts. These imperatives are goals that we commit to working on for the next three years; they are core to who we are and what we do. All goals and projects on our strategy map relate to one of our strategic imperatives or broad themes.

OUR IMPERATIVES

Continuing to evolve service models + diversity of artistry

Responding to Virginia’s needs

Building lasting relationships + purposeful collaboration

Programming for impact

Accelerating our work in Inclusion, Diversity, Equity, and Access (IDEA)

Strategy Map



	Continuing to evolve service models + diversity of artistry	Programming for impact	Accelerating our work in Inclusion, Diversity, Equity, and Access	Building lasting relationships + purposeful collaboration	Responding to Virginia's needs
CLIENT PERSPECTIVE			BRANDING + MESSAGING		
			CLIENT SERVICES		
	PRICING MODEL				
		PARTNERSHIP AND ENGAGEMENT			
		QUALITY OF PROGRAMS + EVENTS			
FINANCIAL PERSPECTIVE		CORPORATE SUPPORT			
	EARNED INCOME				
		EXPAND + DIVERSIFY DONOR BASE			
		GRANTS AND FOUNDATIONS			
	RESPONSIVE ORGANIZATIONAL POSITIONING				
SYSTEMS + PROCESSES PERSPECTIVE			CLIENT MANAGEMENT		
			COMMUNICATION		
	INNOVATION				
		OPERATIONS MANAGEMENT			
		TECHNOLOGICAL CAPABILITIES			
LEARNING + GROWTH PERSPECTIVE		ARTIST EXPERIENCE			
	CAPACITY				
		COMMUNITY-BASED PARTNERSHIPS			
		CULTURAL COMPETENCY AND THE DIVERSITY OF ORGANIZATION			
	STAFF DEVELOPMENT				





Client Perspective

OBJECTIVE: BOOST QUALITY OF PROGRAMS + EVENTS

KEY ACTIVITIES

- Increase specificity for addressing SOLs and state initiatives
- Be relevant and forward thinking in emerging trends in education, social justice, and needs in the communities we serve

OBJECTIVE: FOSTER PARTNERSHIP AND ENGAGEMENT

KEY ACTIVITIES

- Expand presence with Virginia Department of Education
- Increase frequency of and engagement in conversations regarding arts-in-education programming for Virginia's students
- Seek greater input from community representatives

OBJECTIVE: EXAMINE PRICING MODEL

KEY ACTIVITIES

- Consider alternative approaches

OBJECTIVE: EMPHASIZE CLIENT SERVICES

KEY ACTIVITIES

- Gather client feedback and increase access to underserved communities
- Use Learning Management System (LMS) framework for content sharing
- Maintain up-to-date online information about current artists and programs
- Publish a programs and services catalog and teaching guides

OBJECTIVE: IMPROVE BRANDING + MESSAGING

KEY ACTIVITIES

- Build and clarify brand
- Create clear and consistent messaging
- Promote artists and programs strategically based on platform (internet, email, etc.)
- Report program findings

Financial Perspective

OBJECTIVE: STRENGTHEN EARNED INCOME POTENTIAL

KEY ACTIVITIES

- Increase Signature Core Program agreements
- Broaden Arts + Learning services distribution

OBJECTIVE: EXPAND + DIVERSIFY DONOR BASE

KEY ACTIVITIES

- Make new contacts and identify new prospects
- Create clear and consistent campaigns

OBJECTIVE: GROW CORPORATE SUPPORT

KEY ACTIVITIES

- Make new contacts and identify new prospects
- Create new and distinct underwriting opportunities

OBJECTIVE: INCREASE GRANTS AND FOUNDATIONS

KEY ACTIVITIES

- Build relationships with key influencers
- Identify new prospects
- Create and submit new applications

OBJECTIVE: POSITION ORGANIZATION TO RESPOND TO CHANGING OPPORTUNITIES

KEY ACTIVITIES

- Strategic review of grant, program, and strategic partnering priorities
- Practice forward-looking fiscal management
- Build financial reserves that allow for program development latitude and retention of staff

Systems + Processes Perspective

OBJECTIVE: ENHANCE COMMUNICATION

KEY ACTIVITIES

- Refine social media strategy
- Increase communication to new and existing stakeholders
- Standardize donor engagement process
- Prioritize seeking input from community representatives

OBJECTIVE: EXPLORE INNOVATION

KEY ACTIVITIES

- Seek out artist involvement with new programs and special projects
- Establish A4L Equity Audit Tool for program evaluation and development
- Proactively address trends in education, social justice, and community needs

OBJECTIVE: STRENGTHEN CLIENT MANAGEMENT

KEY ACTIVITIES

- Improve evaluation/collection of data for program effectiveness
- Institutionalize relationships with key stakeholders

OBJECTIVE: IMPROVE OPERATIONS MANAGEMENT

KEY ACTIVITIES

- Optimize CRMs (Constant Contact, Donor Perfect, Salesforce, and QuickBooks) for donations, grants, foundations, and client data analysis, retention, and reporting

OBJECTIVE: UPGRADE TECHNOLOGICAL CAPABILITIES

KEY ACTIVITIES

- Conduct annual review of technology maintenance and upgrades
- Invest in emerging software



Learning + Growth Perspective

OBJECTIVE: AUGMENT ORGANIZATIONAL CAPACITY

KEY ACTIVITIES

- Add program team member focused on education
- Add development team member, focused on donor engagement/giving
- Proactively solicit civic/community volunteers and interns

OBJECTIVE: SEEK COMMUNITY-BASED PARTNERSHIP OPPORTUNITIES

KEY ACTIVITIES

- Elevate the importance of family and community programming
- Establish joint initiatives with other nonprofit/human services organizations

OBJECTIVE: ENABLE STAFF DEVELOPMENT OPPORTUNITIES

KEY ACTIVITIES

- Provide more opportunities for cross-training and professional/leadership development
- Encourage interaction with Young Audiences' affiliate peer groups
- Offer competitive salary and benefits
- Create balanced workloads

OBJECTIVE: IMPROVE CULTURAL COMPETENCY AND DIVERSITY OF ORGANIZATION

KEY ACTIVITIES

- Actively identify and engage in practices that attract and retain staff, board members, artists, and volunteers with diversified profiles and experience
- Facilitate learning and reflective opportunities

OBJECTIVE: ENLARGE ARTIST EXPERIENCE

KEY ACTIVITIES

- Create arts-in-education integration frameworks for teaching artists
- Identify and develop artist events – social gatherings, peer-to-peer sharing sessions
- Provide more opportunities for professional growth and collaboration
- Realign the Education and Program Team to support artist's relationship and work with the organization



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If you'd like to know more about Arts for Learning,
visit us online at Arts4LearningVA.org, or follow us on social media.

