



## IOWA ARTS COUNCIL

A Division of the Iowa Department  
of Cultural Affairs

## 2012-2015 STRATEGIC PLAN

collaboration learning ARTS stewardship

COMMUNITY imagination innovation

movement investment tourism CULTURE

QUALITY OF LIFE access vision

excellence music CREATIVITY diversity

EDUCATION economic development

enrichment leadership EXPRESSION

VITALITY sustainability theater advocacy

partnership dance tradition IMPACT



The showpiece of the 25-mile High Trestle Trail in Central Iowa is a 13-story bridge built in the footprint of a former rail bed.

Supporting grant funds from the Iowa Arts Council helped create this public art piece by renowned Iowa artist David B. Dahlquist. Forty-one steel "frames" over the bridge represent support cribs within an historic coal mine.

# 2012-2015 STRATEGIC PLAN

**IOWA ARTS COUNCIL**

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IOWA DEPARTMENT OF  
**CULTURAL  
AFFAIRS**



As a Cultural Leadership Partner (CLP), the Waterloo-Cedar Falls Symphony is one of 56 organizations statewide that demonstrate an exemplary record of programming, managerial excellence and community service. Leveraging annual operating support grants from the Iowa Arts Council, CLP's assume an active leadership role in their communities and the state while imparting a significant cultural and economic impact on the quality of life in Iowa.

## Executive Summary

In 1967, the State of Iowa made a commitment to public support for the arts when it established the Iowa Arts Council as a state agency. That commitment still stands today and serves as a reminder of how far the state has come. Forty-five years later, it also serves as a call to action—a reminder that this investment can be a catalyst to help shape the future of Iowa.

In 1986, the Iowa Arts Council (IAC) was reorganized as a division of the Iowa Department of Cultural Affairs (DCA) where it remains today, poised to embark on a new chapter amid an ever-changing operating environment. With a dynamic constituency eager for a strong voice on behalf of the arts in Iowa, and a state economy cautiously emerging from the national recession, the IAC is at a critical but exciting point in its history.

In January 2011, Governor Terry Branstad announced his goals for the state were to create 200,000 new jobs; increase family incomes by 25 percent; give Iowa students the best education in the nation; and reduce the cost of state government by 15 percent. With a new administration came new leadership for the DCA, giving the IAC the opportunity to examine its program delivery, capacity and potential for the future.

In November 2011, the DCA initiated a department-wide strategic planning process that encompassed not only the IAC and its sister division, the State Historical Society, but all departmental work units, including the State Historical Museum of Iowa, where the DCA and IAC call home. Together, the department's more than 60 employees, along with representatives from departmental advisory boards and commissions, undertook a comprehensive planning process to identify common areas of priority and focus to help move the department forward as whole.

Out of this process, four core department-wide strategies were identified: guide responsible management of cultural and heritage resources; amplify cultural education and outreach; deliver exemplary customer service; and strengthen organizational effectiveness.

*Continued...*



*"Art is not just an object to hang adjectives like 'pretty' and 'interesting' upon. Art is about new perspectives. It's about documenting the aspects of our humanity that can't be fully explained in newspapers and scientific journals. Art is to be experienced fully with every particle of our being."*

--Idris Goodwin, playwright, poet, essayist and performer, Iowa City

## Executive Summary

*from previous page*

In support of these core departmental strategies, the IAC developed goals specific to its own unique mission and made a commitment to:

- **engage** Iowans in a dynamic statewide conversation about the future of arts and culture in Iowa;
- **create** opportunities for the arts to flourish in Iowa through effective distribution of grant resources;
- **develop** and promote a comprehensive strategy to enhance arts education in Iowa;
- **foster** connectivity within Iowa's arts community by engaging in meaningful partnerships, facilitating networking and encouraging collaboration and coordination among constituent groups;
- **encourage** excellence in the arts and nurture arts leaders by providing access to industry resources, technical assistance and professional development opportunities;
- **assert** the Iowa Arts Council's role as the state's chief advocate for the arts through improved messaging strategies across available communication platforms.

The Iowa Arts Council is excited to accomplish these goals on behalf of Iowa while helping support the strategic direction of the Department of Cultural Affairs. With an eye to the future, the Iowa Arts Council remains committed to honoring its 45-year legacy while staying true to its mission of enriching the quality of life in Iowa through support of the arts.

# Department of Cultural Affairs Overview

## Mission

The Department of Cultural Affairs has primary responsibility for development of the state's interest in the area of the arts, history and other cultural matters.

The Iowa Arts Council enriches the quality of life for Iowans through support of the arts.

The State Historical Society of Iowa (SHSI) connects generation to generation – past, present and future. As a trustee of Iowa's history legacy, SHSI identifies, records, collects, preserves, manages and provides access to Iowa's historical resources.

The State Historical Museum of Iowa exhibits and cares for a rich collection of historic artifacts while also providing history education programs for children and lifelong learners.



*"...the arts are an economic engine, the arts are one of the saving graces of our young people, and without the proper investment from public/private sources, we will not be able to attain the goals we desire both as a community and nationally... the arts are so crucial to building a strong economy and to the health and well-being of our community."*

--Suku Radia, President & CEO, Bankers Trust; former President, Bravo Greater Des Moines Regional Arts Council



## GOAL

### **Engage Iowans in a dynamic statewide conversation about the future of arts and culture in Iowa.**

- Serve as a lead partner in executing the Iowa Department of Cultural Affairs' responsibility to convene a statewide cultural caucus in accordance with Iowa legislative code;
- Implement a public input process that incorporates a broad cross section of stakeholders statewide;
- Integrate results of public input into agency strategic planning priorities, work plans and develop benchmarks for evaluation.

## GOAL

### **Create opportunities for the arts to flourish in Iowa through effective distribution of grant resources.**

- Review and evaluate current delivery of grant dollars serving individual artists, organizations, communities and other constituent groups;
- Develop a plan to implement recommended enhancements to current grant programs to support the arts in Iowa while fulfilling expectations of established state funding sources;
- Identify innovative opportunities for new funding programs and/or sources that increase the state's investment in the arts.



"e+l+e+m+e+n+t+a+l" is a public art work in multiple parts positioned around the entrance and lobby of the Hach Chemistry Building on the campus of Iowa State University. The work incorporates chemical patterns and elements, transforming the basic to specific and elemental.

This work is made possible in part through the Art in State Buildings Program, administered by the Iowa Arts Council.

## GOAL

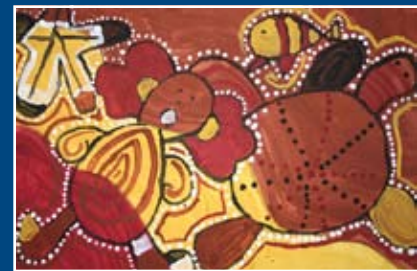
### **Develop and promote a comprehensive strategy to enhance arts education in Iowa.**

- Actively support arts education curriculum in Iowa schools by working collaboratively with the Iowa Department of Education and relevant stakeholders;
- Invest in quality arts learning opportunities delivered through a statewide network of highly-skilled teaching artists;
- Encourage arts learning opportunities outside the classroom by actively supporting program delivery of arts organizations and constituent groups statewide.

## GOAL

### **Foster connectivity within Iowa's arts community by engaging in meaningful partnerships, facilitating networking and encouraging collaboration and coordination among constituent groups.**

- Pursue strategic partnerships that enhance the role, impact and reach of the Iowa Arts Council within state government, among constituent groups and with sectors of the community outside the arts;
- Actively support collaborative efforts among constituent groups that amplify the impact of the arts in Iowa;
- Identify relevant constituent networks to facilitate peer networking and encourage coordination.



*"I've gotten everything  
I need and want in  
Iowa - education, work,  
home, family, friendships,  
community, and my writing.  
Iowa has never given me  
a reason to 'Live the Arts'  
anywhere else."*

*--Kali VanBaale, Bondurant*

## GOAL

**Encourage excellence in the arts and nurture arts leaders by providing access to industry resources, technical assistance and professional development opportunities.**

- Provide high quality technical assistance to support the efforts and activities of constituent groups;
- Cultivate excellence and leadership in Iowa artists and arts professionals by providing access to valuable professional development opportunities;
- Foster awareness of Iowa artists and their work through redevelopment of artist rosters and directories;
- Serve as a hub of supplemental industry resources for constituents.

## GOAL

**Assert the Iowa Arts Council's role as the state's chief advocate for the arts through improved messaging strategies across available communication platforms.**

- Build a strong brand identity through high-quality messaging that encompasses all agency communication channels including website, social media and regular agency correspondence;
- Effectively tell the story of the impact of the arts in Iowa through strong, concise and consistent messaging strategies in coordination with grassroots initiatives and advocacy groups;
- Collect and distribute relevant and meaningful data that demonstrates the impact of the arts in Iowa.



The Celebration of Iowa: Agriculture Art Contest is a juried art competition that seeks original artwork from Iowa artists that innovatively celebrates the natural beauty of Iowa and its role as a global leader in agriculture. In its inaugural year, the 2012 contest drew entries from 75 youth and adult artists from 45 Iowa communities and was presented in partnership by the Iowa Arts Council/Iowa Department of Cultural Affairs, the Iowa Department of Agriculture and Iowa Farm Bureau Federation.

*Photo: "Pieces of Iowa for the World," 2012 by Lori Miller of Eldridge, Iowa; fiber; 20 x 14*





One of the most important modern American paintings, Jackson Pollock's *Mural* drew more than 250,000 Iowans while on exhibit at the Figge Art Museum in Davenport and later at the Des Moines Art Center, following its return to Iowa after the 2008 floods. This landmark work in American Abstract Expressionism was a gift from art dealer and patron Peggy Guggenheim to the University of Iowa Museum of Art in 1951.

## Iowa Arts Council Board of Directors

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