



West Virginia Department of
ARTS, CULTURE & HISTORY

Strategic Plan 2018 - 2023

STATE ARTS OFFICE

West Virginia Department of Arts, Culture and History
West Virginia Commission on the Arts

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FROM THE DIRECTOR

Addressing the 800-Pound Virus

It's said that hindsight is 20/20 but it has become clear that arts groups in West Virginia possessed "2020" foresight. For instance, despite drastic changes necessitated by the COVID-19 pandemic, the Augusta Heritage Center was still able to hold summer folk music workshops completely online. This virtual programming expanded access to the arts by offering a "pay what you can" registration fee and engaged audiences from all over the world. Once outdoor gatherings became possible, Clarksburg's Vintage Theater Company was one of several arts groups that offered audiences the opportunity to see a theatrical production in an outdoor venue. West Virginia Public Broadcasting's radio show *Mountain Stage* was recognized for its national influence and contribution to West Virginia's creative economy in a report published by the Western States Arts Federation and the National Assembly of State Arts Agencies. In addition, the report commended Mountain Stage for an audience increase of 24% during 2020.¹ These stories are just a small representation of dozens more that demonstrate the resiliency of West Virginia's arts community.

Our department, the State Arts Office, found creative ways to support constituents and promote the arts. The annual in-person Arts in Our Communities Conference had already met with great success prior to pandemic shutdowns but the state Poetry Out Loud (POL) finals had to be cancelled only one day before they were scheduled. State POL coordinator, Jim Wolfe, and POL assistant, Paul Neil, were able to pull together a virtual competition, with most student finalists submitting video recitations.

While working from home, staff hosted online peer-to-peer listening and collaboration sessions enabling the creative community to commiserate, collaborate, and often just to be heard. Other sessions focused on specific steps organizations can take to move into "the new normal." Staff also made many personal contacts to get the word out about federal funding provided by the CARES Act for struggling organizations.

Program coordinators Jenna Green and Elizabeth Yeager collaborated with grants coordinator Barbie Smoot to create several new grant programs designed to strengthen the state's creative economy. New program coordinator, Cedrick Farmer, joined the team and has already proven himself instrumental as an ambassador for the arts. The staff also worked together to create an online repository of resources related to the arts and COVID-19 freely available to our constituents.²

In March of 2021, we held our annual Arts in Our Community Conference online, with more than 100 artists and organizations represented from around West Virginia. State, regional, and national arts leaders led informative and inspirational sessions over the course of the two-day conference. One especially informative session, "Music Education: Getting Back into the Groove," featured Chiho Feindler of The Save the Music Foundation and Dr. James Weaver, NFHS Director of Performing Arts and Sports & co-author of the ground-breaking COVID-19 aerosol study conducted at the University of Colorado.³

Our office has built meaningful partnerships with the office of First Lady Cathy Justice through several arts-related projects. Partnerships with the West Virginia Humanities Council and the Tamarack Foundation for the Arts continue to prove beneficial to the growth of arts opportunities throughout the state. In August, to spread the word about some of these new opportunities, we were able to take some of our staff around the state for a five-day Governor's Arts Caravan. Arts Office staff conducted grant writing workshops and informational and listening sessions. The caravan visited as many arts groups as possible along the way while modeling proper health precautions.

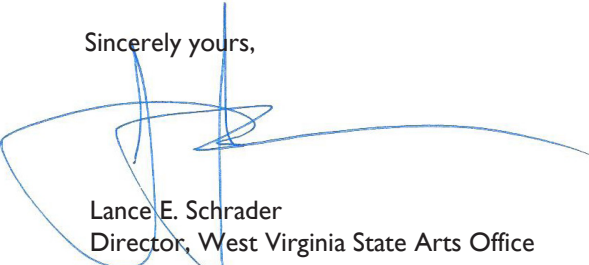
All of this has only been possible thanks to the support of Governor Jim Justice, the West Virginia Legislature, the National Endowment for Arts, National Assembly of State Arts Agencies, and our senators and representatives in Washington, DC. Of course, our Curator, Randall Reid-Smith, remains a champion of the arts in West Virginia. We are grateful for each of them.

Though arts groups and artists face a still-uncertain future, the State Arts Office is striving to be prepared for whatever that future brings. One that highlights the importance of the arts in West Virginia not only as an agent of healing but as an economic engine ready to move West Virginia ahead.

THE SUN DOES NOT ALWAYS SHINE IN
WEST VIRGINIA,
BUT THE PEOPLE ALWAYS DO.

-John F. Kennedy

Sincerely yours,



Lance E. Schrader
Director, West Virginia State Arts Office

¹ <https://bit.ly/WestAFNASAA>

² <https://bit.ly/WVArtsResources>

³ <https://www.nfhs.org/articles/unprecedented-international-coalition-led-by-performing-arts-organizations-to-commission-covid-19-study/>



Executive Summary

GOALS:

1. **Promote arts in education.**
2. **Nurture growth of the creative economy.**
3. **Ensure access, inclusion, diversity and equity in the arts.**
4. **Encourage arts advocacy.**

FOCUS:

- Actively engage youth that live in distressed areas or are part of at-risk populations.
- Help artists and teaching artists learn new skills and expand their practice.
- Create initiatives that work to combat the opioid crisis.
- Employ the principles of creative placemaking.
- Create a market for artists to sell their work in West Virginia by collaborating with other government agencies and organizations.
- Actively engage underserved populations.
- Make the arts accessible for all West Virginians.
- Facilitate relationships between lawmakers and the arts community.
- Act as an advocate for the arts.
- Become an informational resource for arts organizations.

Capital High School's VIPs perform at the Culture Center for the 194th meeting of The National Council on the Arts

Mission and Vision

MISSION STATEMENT:

The mission of the State Arts Office of the West Virginia Department of Arts, Culture and History (WVDACH) and the West Virginia Commission on the Arts (WVCA) is to foster a fertile environment for the artistic, cultural, educational and economic development of the state. We believe active participation in and enjoyment of the arts are fundamental to sustaining quality community life by providing an abundant and creative environment for businesses to flourish throughout the state.

VISION:

We envision a state where the arts are thriving and celebrated; where those vibrant communities that have made the arts vital to their way of life are inspiring their surrounding communities to do likewise; a state where the arts are accessible to all and policy makers, stakeholders and the public fully recognize and enjoy the educational, economic and cultural impact of the arts, creative people and creative enterprise.

DIRECTION:

The State Arts Office of the West Virginia Department of Arts, Culture and History (WVDACH) and the West Virginia Commission on the Arts (WVCA) will serve as a dynamic engine of change charged with constructing a state-wide environment in which artists and arts organizations will flourish, be recognized and celebrated, and have access to valuable resources that enhance their creative practices so that the arts are recognized as a vital economic force. The State Arts Office will continue its work to expand the arts in PK-12 educational settings with the goal of inspiring, retaining and developing our youth to be college and career ready. We will continue working to provide more opportunities and resources for our artists and arts organizations and increase our outreach efforts to help nurture the growth of our creative economy. Currently, we are just over halfway through our 2018-2023 Strategic Plan, and we are on track to achieve the goals outlined on the following pages.

Core Beliefs, Values and History

OUR CORE BELIEFS:

- All West Virginians deserve and benefit from access to the arts.
- Engagement in the arts enriches quality of life.
- Community-based art movements have a rippling effect.
- The arts are a catalyst for promoting understanding among diverse cultures.
- The arts support the development of a creative workforce.
- The arts are an integral part of a vibrant economy.
- The arts are essential to imagination, creativity and innovation.
- The arts document our present and link us to our past.
- The arts encourage innovation, creative problem solving, critical thinking, interdisciplinary teamwork and other aptitudes critical to 21st century college and career readiness.

OUR VALUES:

- *Accessibility and inclusion*
- *Deep and lasting connections*
- *Professional excellence*
- *Integrity*
- *Partnership and collaboration*
- *Stewardship of public funds*
- *Transparency*
- *Transformation*

HISTORY:

The State Arts Office of the West Virginia Department of Arts, Culture and History (WVDACH) provides grants and services to artists, arts organizations, schools and municipal and county agencies under the direction of the West Virginia Commission on the Arts (WVCA). The WVCA is the governor-appointed citizen advisory group for all competitive arts grant funds. The WVDACH receives annual support from the West Virginia State Legislature and The National Endowment for the Arts (NEA).

During the 2018 legislative session, the Department of Education and the Arts was eliminated, and the new Departments of Arts, Culture and History was created. This new department, with "Arts" as a prominent part of its name, now houses the State Arts Office, as well as several other offices and sections that were formerly part of Education and the Arts.

Grant Programs

Ashton's Climbing Sculpture at The Clay Center for the Arts and Sciences. Photo courtesy of The Clay Center.

ARTS IN EDUCATION GRANTS

- School-Based Projects
- Out-of-School-Time Projects
- Arts Exposure Projects
- STEAM Power WV
- Arts in Education Mini Grants*

COMMUNITY ARTS GRANTS

- Arts Partners
- Community Arts Project Support (CAPS)
- CAPS Organizational Development
- Community Arts Mini Grants*
- Youth Engagement Through Public Art*

CULTURAL FACILITIES AND CAPITAL RESOURCES GRANTS

- Cultural Facilities and Capital Resources
- Cultural Facilities and Capital Resources Fast Track



INDIVIDUAL ARTIST GRANTS

- Professional Development
- Training and Travel
- Organizations Providing Professional Development Opportunities for Artists
- Folk Arts: Living Traditions - Project Support for Artists*
- Folk Arts: Living Traditions - Organizations Providing Folk Art Opportunities*

* Program launched or updated in 2021

Other Programs and Services



- ArtWorks Magazine
- ArtWorks Television Program
- Certified Arts Communities
- First Lady's Artistree
- First Lady's Student Ornament Project
- Governor's Arts Awards
- Peer Assistance Network
- Poetry Out Loud
- Save The Music Foundation Partnership
- Arts in Our Communities Conference
- Arts Day at the Legislature

2018 Poetry Out Loud State Champion, Jordyn Marshall, represents Capital High School at the State Finals in Charleston.

Goal 1: *Promote Arts in Education*



Inspire, retain and develop our talented young people by expanding youth arts programming throughout the state.

WVCA grant recipient West Virginia Dance Company performs for students at Adamston Elementary School in Clarksburg.

OBJECTIVES:

- 1.1:** Expand partnerships with teaching artists and organizations that are implementing arts in education projects by working to provide more resources and opportunities.
- 1.2:** Help teaching artists expand their practice and help connect schools with teaching artists.
- 1.3:** Encourage in our youth: innovation, creative problem solving, critical thinking, interdisciplinary teamwork and other aptitudes critical to college and career readiness.
- 1.4:** Reach at-risk youth affected by financial distress or the opioid crisis by supporting arts in education projects in economically disadvantaged areas.
- 1.5:** Create education and networking opportunities for those implementing or interested in implementing programs aimed at lessening the impact of the opioid crisis on the state's youth.

Goal I: Promote Arts in Education

Students from North Elementary School in Morgantown participate in STEAM Power WV-funded project, Poetry and Pastels and Pollinators, Oh My



CONTINUED EFFORTS:

- Promote our Arts in Education (in-school and out-of-school projects), Arts Exposure grants and our STEAM Power WV initiative (in partnership with the Benedum Foundation) through all regions of the state. (1.1 – 1.5)

EVALUATION: Review application and grantee data; target areas of deficiency through extended outreach efforts.

- Poetry Out Loud: Expand the number of schools and individual students participating, focusing outreach to counties identified as economically distressed or at-risk by the Appalachian Regional Commission (ARC). (1.3, 1.4)

EVALUATION: Review school and total student participation data; reach out to schools who are not yet participating or have low participation among students.

- Assist Save The Music Foundation in achieving its goal of placing instruments in every middle school in the state by identifying eligible schools, helping to facilitate the application process and securing matching funds. (1.3, 1.4)

EVALUATION: Review data for total number of schools awarded and total number of instruments gifted; assist any middle school that has not been served in applying to the program.

- ArtWorks Television Show: Feature an interview with a teaching artist for our monthly show in at least one episode per year. (1.1, 1.2)

Goal 1: Promote Arts in Education

*Students in Greenbrier, Nicholas and Pocahontas Counties participate in a STEAM Power WV-funded project, Mobile Film Photography Lab, facilitated by High Rocks Educational Corporation.
Photo by: Suzanne McVay Polinski*



NEW INITIATIVES

- Collaborate with state arts agencies that facilitated the 2018 Mid-Atlantic Teaching Artist Retreat. Plan and implement future professional development opportunities for teaching artists, including regional retreats and regularly scheduled webinars. (1.1, 1.2)
- Focus outreach to counties identified as economically distressed or at-risk, informing those communities about our STEAM Power WV, Arts in Education and Arts Exposure grant programs. (1.4)

EVALUATION: Review data for number of site-visits to these counties by State Arts Office staff per year, along with the number of applicants and grantees per year; gather qualitative data from listening tours and one-on-one discussions.

- STEAM Power WV: Partner with Benedum Foundation to coordinate two training sessions for teaching artists each year, bringing together K-12 teachers, teaching artists and community-based arts organizations. (1.1, 1.2)

EVALUATION: Review participation data for each event. Implement surveys to measure the impact of each event and identify areas of improvement.

- STEAM Power WV: Beginning in Fall 2019, hold an annual STEAM Power WV Showcase to present models of successful STEAM projects to the state's education community, highlighting student achievement and providing professional development for teachers. (1.1, 1.2, 1.3, 1.4)

Goal I: Promote Arts in Education



Students from Hacker Valley Elementary School demonstrate a project funded by a STEAM Power West Virginia grant at a STEAM showcase

NEW INITIATIVES (Continued):

- Poetry Out Loud: Increase student and teacher engagement in the program by offering two regional workshops led by poets/teaching artists.
- Create and maintain a registry for teaching artists throughout the state. (1.1, 1.2)

EVALUATION: Review registration data; registry will also help provide data on the number of artists actively teaching.

- Expand Partnerships with Department of Education with the aim of developing a plan to integrate the arts into their Teacher Academy program. (1.4, 1.5)
- Arts in Our Communities Conference: Introduce programming specifically designed for teaching artists and organizations involved in arts education. (1.1, 1.2)

EVALUATION: Implement surveys to identify areas of improvement. Create check boxes in registration that describe attendees programming and interests and review data regarding arts education.

- Arts in Our Communities Conference: Introduce programming specifically designed around using the arts to help youth affected by the opioid crisis. (1.2, 1.5)

EVALUATION: Implement surveys to identify areas of improvement. Create check boxes in registration that describe attendee's programming and interests and review data regarding working with underserved populations.

- ArtWorks Magazine: Feature an interview with a teaching artist or arts organization involved in arts education in at least one issue each year. (1.1, 1.2)

Goal 2: Nurture Continued Growth of the Creative Economy



Provide more opportunities and resources for artists and arts organizations.

Norm Sartorius, "Orionid", Katalox Sapwood Burl, 13 x 7 x 2.25 (inches), 2014. Orionid is named for the annual October meteor shower. Meteors have a "now you see it, now you don't" quality. Photo by Jim Osborn.

OBJECTIVES:

- 2.1:** Employ community-driven principles of creative placemaking to help expand overall impact.
- 2.2:** Provide opportunities for WV artists to help advance skills and experience.
- 2.3:** Provide networking opportunities for WV artists to meet with each other and with local, regional and national organizations.
- 2.4:** Fuel arts entrepreneurial activity throughout the state.
- 2.5:** Help grow the market for artists to sell their work.
- 2.6:** Establish cross-agency partnerships that help promote the arts.
- 2.7:** Strengthen the capacity of arts organizations throughout the state.

Goal 2:

Nurture Continued Growth of the Creative Economy



The Cake by Bekah Brunstetter, a comedic play produced at the Contemporary American Theater Festival in Shepherdstown. Photo by Seth Freeman, courtesy of CATE.

CONTINUED EFFORTS:

- Promote our community arts grant programs, particularly in areas where we've seen a lack of applicants, increasing outreach to counties identified as economically at-risk or distressed. (2.7)

EVALUATION: Review new applicant and new grantee data; target areas of deficiency through extended outreach efforts; keep record of meetings: organizations, locations, individuals, and those who've never applied.

- Promote our grant programs for individual artists, as well our separate grant program for organizations providing professional development for artists, increasing outreach to counties identified as economically at-risk or distressed. (2.2 – 2.5)

EVALUATION: Review new applicant and new grantee data; target areas of deficiency through extended outreach efforts; keep record of meetings: organizations, locations, individuals, and those who've never applied.

- Maintain separate email lists for artists and arts organizations, sending valuable information and opportunities. (2.1, 2.2, 2.4, 2.5, 2.7)

Goal 2: Nurture Continued Growth of the Creative Economy



Artist: Jen Allen
Syrup Pitcher
Medium: porcelain

NEW INITIATIVES:

- Coordinate four grant writing workshops each year (1 per quarter) in different areas of the state. (2.2, 2.7)

EVALUATION: *Implement surveys to measure the impact of each event and identify areas of improvement. Keep record of locations and attendance.*

- Initiate discussions with Department of Commerce, Office of Tourism and State Parks/Forests, with the aim of an online calendar of cultural events. (2.6, 2.7)
- Collaborate with the Tamarack Foundation in creating professional development opportunities for artists and promoting the formation of arts councils and groups throughout the state involved in Creative Placemaking projects. (2.1, 2.2, 2.4, 2.7)
- Promote Creative Placemaking principles to community arts groups by encouraging community involvement in the planning and implementation of projects. (2.1, 2.7)

EVALUATION: *Include questions regarding Creative Placemaking in survey for community arts groups, and review and compare data annually.*

- Make changes to the guidelines of Community Arts Project Support that add language regarding Creative Placemaking, with approval from the WVCA. (2.1, 2.7)
- Arts in Our Communities Conference: Offer more programming for individual artists in addition to programming for arts organizations. Offer more opportunities for networking. (2.2, 2.3, 2.7)

EVALUATION: *Implement surveys to measure the impact of each event and identify areas of improvement; create two categories for registration: "Artist" or "Organization" and create a separate survey for each. Review participation data for each event.*

- ArtWorks Magazine: Promote our artist gallery pages to increase submissions from artists. Promote our artist opportunities listings page to arts organizations. Continue new feature interviews with arts organizations and add artist interviews for each issue. (2.2, 2.3, 2.5, 2.7)
- ArtWorks Television Show: Feature an interview with two artists throughout the course of the season, highlighting their work. (2.2, 2.5)



Goal 3: *Ensure Access, Inclusion, Diversity and Equity in the Arts*

Jenny and Mr. Wells from Old Brick Playhouse's art therapy program, Merrily We Go Along, at the Elkins Rehabilitation and Care Center.

Increase accessibility and participation in the arts, while improving methods of communication.

OBJECTIVES:

- 3.1:** Increase participation in the arts among all populations throughout the state.
- 3.2:** Increase programming throughout the state that focuses on underserved populations, which includes at-risk youth, aging, veterans and people with disabilities.
- 3.3:** : Connect artists and arts organizations who are currently working with underserved populations.
- 3.4:** Work with WVCA members to assess policy, procedures, programming and guidelines with intent to increase access, inclusion, diversity, and equity within our grant programs.
- 3.5:** Increase web presence and implement an online grant application process.
- 3.6:** Work to make grant guidelines and applications more clear and easy to follow.

Goal 3: Ensure Access, Inclusion, Diversity and Equity in the Arts



Governor's Susan S. Landis Award for Distinguished Service in the Arts recipient Renee K. Nicholson promoting the memoir she co-authored with WVU Professor and ALS sufferer Jamie Shumway. Left: Renee Nicholson, Right: Betsy Pyle (Widow of Jamie Shumway). Photo courtesy of Betsy Pyle.

CONTINUED EFFORTS:

- Review annually our current guidelines to improve clarity and language, making updates and seeking WVCA approval when appropriate. (3.4, 3.6)

EVALUATION: *Include questions on clarity of program guidelines and application process in our general surveys.*

- Review annually, information and language on the State Arts Office website, making updates regularly. (3.5)
- Require all applicants to be in compliance with Section 504 of the Rehabilitation Act and Americans with Disabilities Act. (3.1)



Goal 3: Ensure Access, Inclusion, Diversity and Equity in the Arts

Students at Magnolia High School in Wetzel County (ARC designated economically distressed) pose with teaching artist Michael McKowen in their immersive art exhibit and video installation project. A project of the Rural Arts Collaborative in conjunction with Oglebay Institute and the BF.

NEW INITIATIVES:

- Work with the Governor's Office to develop new website for Department of Arts, Culture and History and the State Arts Office; establish a timeline for those sites to go live. (3.5)
- Focus outreach efforts on counties identified as economically distressed or at-risk, establishing new relationships, making site-visits and providing information on available opportunities and resources. (3.1, 3.2)

EVALUATION: *Review data for number of site-visits to these counties by State Arts Office staff per year, along with the number of applicants and grantees per year; gather qualitative data from listening tours and one-on-one discussions.*

- Create a digital resource library for accessibility information and best practices for accessibility and inclusion in the arts to share with grantees and the public and post on the State Arts Office website. (3.1, 3.5)
- Assist the West Virginia Commission on the Arts in forming committees to review policies, procedures and programming, and propose appropriate changes for full commission approval. Review of policy will include new statements on diversity and accessibility. Facilitate a brief meeting of the committees at each of the commission's meetings. (3.1, 3.4, 3.6)

EVALUATION: *Create a timeline to help evaluate the process.*

Goal 3: Ensure Access, Inclusion, Diversity and Equity in the Arts



Chiho Feindler, senior director of programs and policy at Save The Music Foundation, addresses students at Midland Trail Middle School in Fayette County (ARC designated economically distressed). Midland Trail was one of nine WV schools to receive \$47,000 in musical instruments and program materials in 2018 through the WVDACH/VH1 Save The Music partnership.

NEW INITIATIVES (Continued):

- Initiate talks with Department of Health and Human Resources, Department of Education and local organizations currently working with underserved populations with the aim of planning new initiatives to assess access and inclusion in the arts.
- Arts in Our Communities Conference: include programming and educational opportunities that highlight artists and arts organizations currently working with underserved populations. (3.2, 3.3)

EVALUATION: *Implement surveys to measure the impact of each event and identify areas of improvement. Create check boxes in registration that describe attendees programming and interests and review data regarding programming for underserved populations.*

- ArtWorks Magazine: Feature an interview with an artist or arts organization working with underserved populations in at least one issue each year. (3.2, 3.3)
- ArtWorks Television Show: Feature an interview with an artist or arts organization working with underserved populations in at least one episode each year. (3.2, 3.3)

Goal 4:

Encourage Arts Advocacy

WVDACH Curator Randall Reid-Smith speaks at the 194th Meeting of the National Council on the Arts held at the Culture Center in Charleston.



Educate and inform the public and decision-makers at local, state and national levels on the impact of the arts.

OBJECTIVES:

- 4.1:** Be a leader in arts advocacy by connecting arts groups to local and state lawmakers.
- 4.2:** Be a leader in arts advocacy by connecting arts groups to statewide and national advocacy groups.
- 4.3:** Be a leader in arts advocacy by connecting arts groups to statewide and national advocacy groups.
- 4.4:** Educate and inform decision-makers on the work of our grantees and the impact they have on their respective communities.

Goal 4:

Encourage Arts Advocacy



Charleston Light Opera Guild representatives talk with legislators at Arts Day at the Legislature.

CONTINUED EFFORTS:

- Arts Day at the Legislature: Invite arts organizations from around the state to the State Capitol building to showcase their work during the legislative session, while partnering with Arts Advocacy of WV to provide them with the most recent data reflecting the impact of the arts on economic development and education. (4.1, 4.3, 4.4)

EVALUATION: Review participation data and implement surveys to measure the impact of the event and identify areas of improvement.

- Encourage constituents' participation in arts advocacy on local, state and national levels by providing resources, having one-on-one discussions and reviewing the responses to advocacy questions in grant applications and final reports. (4.2, 4.3)

EVALUATION: Compare panel scores and comments regarding advocacy each fiscal year to look for overall improvement in advocacy activities.

- Extend invitations to lawmakers inviting them to WVDACH-sponsored competitions, events and festivals. (4.1, 4.4)
- Inform lawmakers of the high demand for the arts in our state by giving them comparative data showing the number of applications vs. the number of grants awarded for each of our grant programs. (4.1, 4.4)



Goal 4: Encourage Arts Advocacy

At the Arts in Our Communities Conference, WVDACH Curator Randall Reid-Smith shares a laugh with Pam Breaux, president of the National Assembly of States Arts Agencies.

NEW INITIATIVES:

- Create a digital resource library of advocacy materials to share with constituents and post on the State Arts Office website. (4.1, 4.2, 4.3)
- Assist the West Virginia Commission on the Arts in forming a committee on advocacy. Facilitate a brief meeting of the committee at each of the commission's meetings. (4.1 – 4.5)

EVALUATION: *Create a timeline to help evaluate the process.*

- Add advocacy to the topics that can be covered by the Peer Assistance program. (4.1 – 4.5)
Promote Americans for the Arts and Arts Advocacy of WV to our constituency. (4.2, 4.3)

EVALUATION: *Request data from those organizations that reflect the number of West Virginians they serve through email lists or social media follows and compare annually.*

- Arts in Our Communities Conference: Introduce a workshop on arts advocacy led by a WVCA member. (4.3)

EVALUATION: Implement surveys to measure the impact of each event and identify areas of improvement.

- ArtWorks Magazine: Add all state legislators to our subscriber list. The legislator mailing list will be updated each January. (4.4)
- ArtWorks Television Show: Email all state legislators a link to each episode immediately following its publication online. The legislator email list will be updated each January. (4.4)

Additional Methods of Evaluation

In addition to the evaluation methods laid out in each goal of this strategic plan, the State Arts Office will use the following methods to evaluate progress:

- Employ surveys at State Arts Office events or public meetings to obtain data on the event and the general needs of our constituents.
- Employ general population surveys in addition to current client and arts community surveys.
- Present our progress towards the goals of this plan to the West Virginia Commission on the Arts at each quarterly meeting, while producing a comprehensive report annually.
- Conduct quarterly listening tours around the state to collect qualitative and quantitative data from constituents.
- Post this document in the State Arts Office to use as a checklist towards completing the plan.

The qualitative and quantitative data obtained through the evaluation methods outlined in this plan will be crucial for crafting the next strategic plan, a process which began in 2020.

This 2018-2023 Strategic Plan and all details describing goals, objectives and strategies within this plan are subject to change depending on annual budget allocations.



West Virginia Department of
**ARTS, CULTURE
AND HISTORY**
West Virginia Commission on the Arts

John Strickland, Chair, Charleston	Danielle McCracken, Wheeling
Zachary Abraham, Triadelphia	Cindy McGhee, Charleston
Amanda Bridgette, Poca	Randall Reid-Smith, Barboursville
Becky Deem-McGinnis, Vienna	Jerry Rose, Beckley
Charles Friddle, III, Elkins	Brooke Smolder, Scott Depot
Susan Hogan, Wheeling	Jack Thompson, Morgantown
Margaret Mary Layne, Huntington	David Tyson, Huntington
Charles Mathena, Princeton	Shir Wooton, Beckley
Lance Schrader, Director of Arts (Nonvoting)	



West Virginia Department of
**ARTS, CULTURE
AND HISTORY**

Randall Reid-Smith, Curator

STATE ARTS OFFICE STAFF

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Accessibility Coordinator	State Poetry Out Loud Coordinator
	ArtWorks Television Show Host
Cedrick L. Farmer	Elizabeth Yeager
Community Arts Coordinator	Individual Artist Coordinator
Peer Assistance Network	ArtWorks Magazine Editor
Barbie Smoot	Paul R. Neil
Grants Coordinator	Secretary
Budget Officer	