

A blueprint for a better NJ through and for the arts

**ARTS**  
**PLAN**  
**NEW JERSEY**

**Harnessing the power of the arts**

[www.ArtsPlanNJ.org](http://www.ArtsPlanNJ.org)

# A Call to Action — Endorse



Go to [www.ArtsPlanNJ.org](http://www.ArtsPlanNJ.org)

1. Learn about the Plan
2. Discover your role
3. Commit to advancing the Plan

## **Become an Arts Plan NJ endorser if you believe...**

The arts are important to the well-being of New Jersey, its people, communities, economy, education and quality of life. Arts Plan NJ, through its partnerships with other vital sectors of New Jersey, presents viable ways in which to build a brighter future for New Jersey through the development of the arts. I/we endorse it and will participate in its implementation.

## **Why Endorse**

Endorsement will help you connect the benefits of the arts to your individual, community and professional goals whether they are personal enrichment, quality schools, thriving downtowns, property values, safe streets, etc. Each endorsement is important because it is a commitment to action. Arts Plan NJ proposes six major goals for a achieving a brighter future for New Jersey and reaching those goals depends on an army of endorsers from all sectors who bring the Plan to life. If you believe the arts are important to the well-being of New Jersey, its people, communities, economy, education and quality of life, endorse now and define your role in building a better New Jersey for all of us.

## **How to endorse**

Endorsing Arts Plan NJ is easy.

Step 1: Go to [www.ArtsPlanNJ.org](http://www.ArtsPlanNJ.org) and click on Endorse Now!

Step 2: Compare your long-range plan to Arts Plan NJ and discover where your personal, community and professional goals align with the Plan.

Step 3: Take Action: Commit to at least one strategy from the Plan that addresses both your goals and advances the Plan.

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# Why a New Arts Plan NJ?

How do we as New Jerseyans value the arts? What do they mean to our lives and our communities? How do we collectively make sensible investments in them to improve the quality of life in New Jersey? These and other fundamental questions were first posed in 1995 at the Governor's Conference on the Arts, and three years later led to the adoption of a bold and powerful statewide plan for a better New Jersey through and for the arts called Arts Plan NJ. Crafted in collaboration with a wide array of other fields including education, business and industry, philanthropy, civic organizations and other governmental agencies, Arts Plan NJ laid out in broad brushstrokes goals and strategic objectives we could all jointly undertake. It inspired legions of people from various sectors to join forces to explore all the ways the arts can help our communities grow and prosper and how the arts can achieve their very best for the benefit of all of us. And the plan was an unqualified success. From it came the following:

- The New Jersey Cultural Trust: a dedicated new source of significant funding to stabilize the arts, history and humanities communities and help them become even greater resources to our communities;
- The Discover Jersey Arts Marketing campaign: a dynamic, multifaceted initiative that has bolstered attendance and participation statewide, which in turn spurs greater spending and economic activity in our cities and towns;
- Advances in education reform that increasingly place the arts at the center of quality education, makes arts and cultural organizations vital resources to local school systems and prepares our children for the 21<sup>st</sup> century workplace;
- Intensified arts advocacy resulting in a new high water mark for state arts support and a dedicated source of revenue for the arts, history and tourism;
- Dozens of cities, towns, counties and regions that have engaged in community cultural planning for downtown and neighborhood revitalization projects and improved service to residents of all ages;
- Tourism initiatives that recognize the power of the arts to bolster our state's third largest industry;
- Public and private funding programs that have helped the community of artists and organizations achieve unparalleled artistic excellence, celebrated the diversity of our people, and built New Jersey pride.

Still, with all the progress made under the original plan, by 2004 the world had changed greatly. The events of 9/11 altered consumer behaviors and shifted priorities in philanthropy, as have corporate mergers and acquisitions. We have come through another destabilizing recession, and nonprofit groups remain woefully undercapitalized and thus vulnerable. In this climate, competition for leisure time and disposable income has never been greater. Moreover, the continued diversification in our state challenges us all to better understand how we relate to each other and be inclusive in our work. Technological advancement presses on at a dizzying rate. It tantalizes us with possibilities, but distances many with inaccessibility. The array of challenges facing those who pursue the arts as a profession remains as daunting as ever; and for all that has been accomplished in arts education, it is not carried out well across the board and this area is still the first place cuts are made.

It was time to reexamine our plans, perhaps not so much as to revisit the original questions, as to ask ourselves, "What have we learned? Who have we not included? Where do we go next? How will the arts create even greater public value?" For all these reasons and more on July 22, 2004 we began the journey to create the next Arts Plan NJ.

# Profile of NJ's Arts Community

*"Prudential and The Prudential Foundation recognize the vital role the arts play in enhancing the quality of life in Newark and throughout the state of New Jersey. We support Arts Plan NJ because we believe that promoting cultural excellence, education and diversity is good for the people and the economy of our state and its local communities."*

— Arthur F. Ryan, Retired CEO, Prudential Financial

*"The drums became a way to release my creative expression. At one time, I was getting into trouble with gangs. The drums were my savior."*

— Jaimeo Brown, Masters Candidate, Jazz Studies, Mason Gross School of the Arts, Rutgers University

*"Very few things actually move people. Architecture can; music, literature, art can. Making fine art a priority for the Heldrich hotel and conference center is an opportunity to make a moving, memorable experience. This is not a philanthropic effort—it's an economic initiative."*

— Christopher Paladino, President, The New Brunswick Development Corporation (DEVCO)

*"The habits of mind that one acquires through the arts spill over into every other occupation. Just as our distribution requirements reflect the belief that competence in scientific and mathematical reasoning should be required of a Princeton graduate, so too should our curricular choices affirm that exposure to the creative arts prepares students to become more effective citizens and future patrons of the arts in their communities."*

— Shirley M. Tilghman, President, Princeton University

*"As one of your most grateful former students, it is no exaggeration to say the experience changed my life. The Summer Arts Institute (SAI) meant a lot to me at a time in my life when I, like many teenagers, felt like I did not belong anywhere outside of the arts. Now, as a high school English teacher, I see students gain from the same lessons that I had learned and joy that I had felt at SAI. This experience has been the most fulfilling of my life."*

— Andrew Gerber, High school English teacher and former student of the SAI, Institute for Arts and Humanities Education

*"The arts community is one of New Jersey's most important assets. The NJ State League of Municipalities is committed to helping municipalities harness the power of the arts as communities seek to increase quality of life, bring people downtown, attract businesses, boost property values, strengthen tourism, improve education, help at-risk youth, and encourage civic engagement. The arts address almost every priority on the municipal agenda."*

— William Dressel, Executive Director, NJ State League of Municipalities

## New Jersey's Arts Industry

Economic Activity of Nonprofit Arts Industry  
**\$1.2 Billion+**

State Tax Revenue:  
**\$41,000,000**

Arts-related Businesses:  
**17,000**

Every dollar spent by an arts organization generates \$8 in the local economy  
**\$1 = \$8**

Professional Artists:  
**61,000+**

Annual Arts Events:  
**34,000+**

Annual Audience Attendance:  
**18,000,000**

# Arts Plan NJ At-a-Glance

## We **Envision** a New Jersey where:



New Jersey Intergenerational Orchestra, Cranford, NJ

- Everyone supports and participates in the arts;
- High quality arts education is an essential part of every learning experience throughout our lives;
- The arts are embedded in economic and community development strategies everywhere and are partners to industries in all sectors;
- Artists are universally viewed as invaluable assets to the well-being of our lives, our communities and our society;
- The arts sector is well-capitalized and uses the full power of technology to achieve its very best and works in every vital sector of our communities;
- The arts are our greatest source of New Jersey pride and our strongest thread connecting people of all races, cultures, beliefs and abilities.

## **Values** Essential to Success

**Inclusiveness**....everyone needs to participate and benefit

**Excellence**....our goal in everything we do and create

**Partnership**....our strength is our connection to all who share a vision of a better New Jersey

**Public Value**....what we strive to create and the main justification for all that we propose to do

**Sharing Knowledge**....among ourselves and with those with whom we would partner

**Stewardship**....a devotion to the very highest standards and to advocacy

## **Goals & strategies** for a better New Jersey through and for the arts

**Grow thriving and vibrant communities through the arts:** The arts become a powerful engine for creating better and more attractive communities by integrating arts policy and goals into the civic agenda, promoting inclusive cultural planning and working closely with business, industry, philanthropy and government at all jurisdictional levels to grow sound, sustainable and thriving communities.

**Build the very strongest arts community possible:** New Jersey will reap the greatest benefits from the arts by creating a strong and resilient capital base, leveraging diverse resources, operating state of the arts facilities, possessing the very best board, staff and volunteer leadership and adopting the very highest standards of operation possible.

**Provide lifelong arts education:** Arts education, taught sequentially and used across the curriculum, is vital to the success of our children in today's world. We must guarantee it in every school and train our artists and educators well. When we make arts education and its practice available to people throughout their lives, we are helping them to live longer, better and more productive lives.



NJ Municipalities Magazine for local officials featured "The Lure of the Arts," a cover story on cultural tourism.

# Arts Plan NJ At-a-Glance

## Goals & strategies (continued)

### **Broaden, deepen and diversify cultural participation:**

Encourage New Jerseyans to engage in the arts in meaningful ways through even more aggressive and creative marketing, forging new relationships within the communities the arts seek to reach, meeting people on their own terms, improving accessibility in every way, sharing resources and success stories, and honoring community and cultural standards.

### **Foster a strong network of support for artists:** Artists are the life-blood of the industry and the creative capital of our state.

Over 50,000 professional artists call New Jersey home. For them to achieve and give us their best, a robust infrastructure of support and service built on superior information and networking, fair compensation, appropriate recognition, job opportunities, expanded markets, and professional development and technical assistance are needed on all fronts.

**Apply advanced technology:** Every goal of this plan is advanced by the effective application of the most modern technology from the creation of art itself, to its marketing, operations, advocacy, accessibility and state of the arts facilities. We need to assess conditions now, build capacity as a priority, and provide both capital and technical assistance on all fronts.



**Third Friday Gallery, shopping and dining throughout the Glasstown Arts District in Millville is an event everyone enjoys.**

## Action Plan

To achieve its ambitious goals Arts Plan NJ will require broad participation in a range of partnerships and initiatives from all sectors.

- Sustain all gains made under the previous plan
- Mobilize leaders from all fields at the highest levels to address the issues and goals of this plan
- Vigorously grow and strengthen arts advocacy and connect it to fields that share the same goals
- Build partnerships of every meaningful sort, but concentrate foremost on tourism and healthcare, and also in other fields such as libraries, real estate development and with faith and culture based institutions
- Campaign for arts education in our schools and throughout our lives
- Establish a statewide artists service network to help artists achieve their best
- Expand the network of technical assistance services available to arts groups in key areas of interest including finance and accounting, health insurance, strategic planning, technology, connection to business and professional training.
- Find creative ways to grow the resources of the Cultural Trust and develop new, larger and more innovative financial resources for the arts that build capacity, artistry, sustainability and public value. Keep more New Jersey philanthropy in New Jersey
- Conduct a statewide technology audit and create an accessible “virtual” Help Desk through partnerships among the nonprofit, private and higher education sectors.
- Create consensus around a set of accords that establishes the highest standards of commitment to excellence, ethical business practices, inclusiveness, social responsibility and community responsiveness

# The Public Value of the Arts A context for planning

The arts create and sustain public value in a wide range of important ways both intrinsically and instrumentally, for individual and community advancement. They are unique and singularly important because of their transformative power. The arts foster beauty, creativity, originality and vitality. They inspire, soothe, provoke and engage us, and connect us as people, cultures and communities. They teach us empathy and tolerance. The arts are a powerful and dynamic economic force, supporting key businesses and the tourism industry. They help revitalize downtowns, attracting and retaining residents and commercial interests. The arts are essential to a quality education and they help our children succeed in the 21st century workplace. We memorialize the greatest accomplishments of our society through artistic expressions. As a state and as a nation, they help us celebrate and they help us grieve. In a recent survey, New Jersey mayors indicated that the arts have become a key component of their municipal agendas in the following ways:

- Beautifying the town
- Enriching recreation opportunities
- Bringing people downtown
- Increasing property values
- Encouraging cross-cultural understanding
- Contributing to health and wellness
- Developing tourism
- Creating a sense of identity, place, pride
- Improving education
- Helping at-risk children

New Jersey takes pride in a remarkable arts community that can boast towering artistic achievement, great diversity, astonishing collegiality and tremendous commitment to serving their communities. They create public value that can be framed in the following major ways, and this has guided the thinking for the development of Arts Plan NJ.

## Economic and Community Development



**Two River Theatre Company, an anchor in the Red Bank Arts District**

The nonprofit arts in New Jersey is a \$1.2 billion annual industry that supports 17,000 arts-related businesses and employs or supports the employment of over 77,000 New Jerseyans. More than 61,000 professional artists call New Jersey home and this year alone the nonprofit arts will produce over 10,000 public events and draw audiences in excess of 18,000,000 people. Those patrons will spend more than twice the cost of their tickets in the local economy. The arts are good business and artists are powerful creative capital.

This growing creative network--a set of interlocking industries that depend on creativity and innovation for their success--will compose a much larger sector of the economy of the future. People and resources gravitate to places where a creative economy flourishes and the arts industry is an essential component of it. A strong cultural landscape in New Jersey attracts both businesses and a highly skilled and creative workforce.

In 2007, New Jersey ranked eighth in the nation in numbers of arts-related employment and businesses. In addition, jobs in the arts and creative industries are growing sometimes at rates two and three-times the rates of other industries. This is particularly true in New Jersey, where our geographic boundaries border two giant international markets that work to our advantage.

The arts actually connect and enhance virtually every priority on the civic agenda whether the issue is quality schools, thriving downtowns, tax revenues, property values, and even safe streets. What's more, they help build identity and civic pride. Look at what the arts have done over the past few years for Newark, Jersey City, Morristown, New Brunswick,

# The Public Value of the Arts

A 2005 Harris Poll revealed:

93% of Americans agree that the arts are vital to providing a well-rounded education for children

86% agree that an arts education encourages and assists in the improvement of a child's attitudes toward school.

79% of Americans agree that incorporating arts into education is the first step in adding back what's missing in public education today.

Englewood, Montclair, Cape May, Millville, Red Bank and Collingswood. These communities provide bottom-line proof that the arts are smart investments that return more than they take and lead to the vitality and durability of local economies and the improvement of neighborhoods, communities and our entire state.

## Education and Lifelong Learning

According to a recent Harris Poll, an overwhelming 93% of Americans believe the arts are vital to a well-rounded education. More than half rate the importance of arts education a “ten” on a scale of one-to-ten. The study and practice of the arts are essential to a quality and complete K-12 education as well as to lifelong education. Students who study the arts learn invaluable life and professional skills that prepare them well for the 21<sup>st</sup> century workplace in which creativity and integrative thinking, as well as team-



Children preparing for a performance with Playwrights Theatre of New Jersey

work, self-discipline and self-confidence are essential. Such students also perform better in other subjects, excel in student activities and become more actively engaged in civics upon graduation. The arts are known to have literally saved the lives of children at risk because they reach them in such profoundly personal and powerful ways.

New Jersey's colleges and universities are responding to the increased demand for “creatives” in the workforce. According to College Board data compiled by the Art & Science Group, an enrollment consulting firm, there was a 44 percent increase from 1996 to 2005 in the number of high school seniors who say that they plan to major in the visual and performing arts. Colleges and universities in New Jersey are witnessing this phenomenon, and major new developments for arts education training and community relations are occurring in nearly all our institutions of higher learning.

However, the value does not stop there. People remain engaged in the arts throughout their lives. The new “creative economy” demands creative workers. To be a creative thinker, your mind must be stimulated creatively, which is why lifelong arts education is so important. Finally, active engagement in the arts by older citizens not only helps keep their minds sharp, but can have substantial health benefits as well.

## Individual & Community Health and Wellness

The clinical proof is pouring in. Did you know that the arts shorten post-operative recovery and hospital stays? Creative writing reduces anxiety, depression and doctor visits, and music raises pain thresholds and reduces post-operative pain medications. Faith-based organizations have been using the power of the arts to heal the spirit for centuries. We now know that engagement in the arts throughout a lifetime and in particular in our senior years can have profound effects on health and well-being, which have the additional benefit of reducing the enormous costs of medications, hospital and clinical care as well as doctor's visits. In 2006, a ground-breaking research study, under the direction of Dr. Gene Cohen revealed that older adults, when participating in professionally conducted cultural programs experienced:

- Significantly better overall health
- Significantly fewer doctor's visits
- Diminished use of medications
- Significantly fewer falls and less hip damage
- Diminished vision problems
- Significantly better scores on the Geriatric Depression Scale and the Loneliness Scale
- Increased involvement in activities

# The Public Value of the Arts (continued)

“The arts-based economic revitalization has brought about a virtual renaissance in Millville’s historic downtown. In just five and a half years, over seventy new businesses have opened, first floor vacancies have disappeared, and the property values have more than doubled. Most importantly, the can-do attitude of the arts community has had a tremendous, positive impact on the entire City!”

— JAMES F. QUINN

This is particularly important to New Jersey, which has the second oldest population in the nation, expected to grow from the 17.2% it was in the year 2000 to 23.6% by 2025. With almost a third of all state expenditures going to health-care, and the vast majority of that spending attributable to the eldercare, it is in our vital interests to explore all means of containing costs. The arts have much to contribute to that cause.

For all of us, the arts can be a means for celebration, commemoration and healing. The arts communicate when words cannot. In all matters of social crisis and tragedy, it is to the arts that we turn for healing. In the weeks after the horrific tragedies of 9/11, the arts provided a means for coping, bonding and healing. They are immensely powerful forces in building our sense of identity and harmonizing and celebrating the astonishing cultural diversity of our state. They teach us tolerance, respect and understanding for other cultures. They celebrate our social, religious and communal values. We almost reflexively turn to the arts to commemorate the great accomplishments and events of our society. Public art and outdoor performances create gathering places to encourage people to walk downtown and in our parks for recreation and contemplation. The arts bring the community together and participation in the arts increases civic involvement and increases the quality of life.

## Tourism and Support for Key Industries

Market research shows that travelers in the U.S. are increasingly seeking meaningful and distinctive experiences, and destination marketing is being tailored to their interests. A growing number of special-interest travelers rank the arts, heritage, and other cultural activities as one of the top five reasons for selecting a particular destination. These trends are fueled by the proliferation of online services that make it easier for travelers to find information about their special interests and customize itineraries. The greater and more diverse New Jersey’s arts and cultural offerings are, the more tourists we can attract. We also know that the tourist who visits for cultural reasons stays longer, spends more money and returns more often than the average tourist.



This weekend of rock 'n roll music celebrates the rich musical history of Wildwood and attracts tourists.

The arts, with their unique offerings, are therefore a vital and growing sector of the travel and tourism industry. According to 2006 data from the Division of Travel and Tourism, tourism in New Jersey is a \$37.6 billion dollar industry that created 481,000 jobs and that is not all. We offer world-class artists, nationally renowned orchestras, theatres and museums, major festivals and significant historic sites. Supporting them and growing these venues can only boost our bottom line.

The arts also have a particularly strong impact on, and connection to, the restaurant, printing and design, and advertising industries. They are powerful magnets that draw people and business. They are an asset to the real estate industry and can provide benefits to builders and developers, both residential and commercial. Cultural amenities attract residential renters and buyers, add to property values, attract higher-end merchants and stimulate more off-hour pedestrian traffic that actually improves public safety. Arts audiences make great customers for many other kinds of businesses. This is the experience of dozens of towns in New Jersey. It can be the experience of all of them.

# Reshaping Arts Plan NJ

## Leadership

In 2004, the NJ State Council on the Arts led the effort to refresh Arts Plan NJ, first adopted in 1998. The first step was to constitute a broadly representative planning committee, which came to include the ArtPride NJ Foundation, the Geraldine R. Dodge Foundation, the New Jersey Network Foundation, and the NJ Theatre Alliance. The committee established the following goals for the planning process:

"We take great pride in how extensively we have actively sought diverse opinions in the reshaping of Arts Plan NJ. Technologies such as web-based conferencing, online surveying and, of course, email substantially broadened the base of leaders who could participate in our process this time. Our new Plan reflects that inclusiveness and broadens the definition of the arts."

**ELIZABETH CHRISTOPHERSON**  
NEW JERSEY NETWORK, PRESIDENT  
ARTS PLAN NJ STRATEGIC PLANNING  
COMMITTEE, CHAIR

- Emphasize ways for the arts to enhance quality of life;
- Create implementation strategies;
- Develop partnerships with other entities/sectors;
- Achieve consensus on goals to prepare a refreshed Arts Plan NJ;
- Involve a broad base of New Jerseyans in planning and implementation;
- Provide a context in which everyone can make their own strategic plans;
- Develop support for the process.

The partners established theme areas through which to explore what the arts mean to our lives and how they can improve the quality of life in this state:

- Arts Education;
- Artists' Services;
- Cultural Participation and Access;
- Economic and Community Development through the Arts;
- Technology and the Arts.

The committee, working with Wolf, Keens and Co., then designed a process that would engage on an extended basis literally hundreds of New Jersey leaders from widely diverse fields to explore those five theme areas and actually create the foundation for both a major conference and the plan itself.

The response was wildly enthusiastic. On July 22, 2004, over one hundred leaders gathered at the Governor's mansion and with the Governor's full endorsement to launch the process.

## The Working Groups

In all, nearly 300 leaders from all walks of life were organized onto five "theme teams," each with a staffed working group of 10-12 persons (see Appendix A). Each working group convened up to five times to follow a uniform protocol of inquiry that would examine the validity of existing goals and strategies, changes in the landscape, new ideas and strategies needed, new partnerships to be formed, performance measures, and the new capacities that the arts community must develop in order to fulfill its role to the fullest. The protocol also included discussion of the public value of this work, how it is created and how it can be articulated effectively. The "theme team" members behind each working group were utilized in various ways: filling in gaps discovered on the working group, surveying and polling, and solicitation of best practices. From this work came the extensive Working Group Consensus Reports. A sixth team of state and national leaders was formed and charged to review all the theme reports. Working to achieve the goals set forth, they re-imagined how the New Jersey arts community's infrastructure would need to be developed. This sixth group also issued a position paper with six proposition statements for the New Jersey arts community of tomorrow. Together these reports formed the basis for the design of a two-day Governor's Conference on the Arts and the foundation of the Plan.

# Reshaping Arts Plan NJ

## The Governor's Conference on the Arts

On April 7 and 8, 2005, 325 people gathered at NJN Studios in Trenton for the Governor's Conference on the Arts. They included leaders from many different sectors and fields, such as education, philanthropy, business, economic and community development, transportation, planning, healthcare, media, arts and history. Presenters included the Governor and five cabinet officials. The goal was final consensus building through a carefully crafted series of plenary and breakout sessions. Culturally diverse performances began and ended every session. Day I was dedicated to consensus on the goals of the five theme areas and Day II to consensus on the propositions for improving the arts community's capacity to reach the goals of the reshaped Arts Plan and maximize its public value for the people of New Jersey.



Left to Right: John McEwen, NJ Theatre Alliance; Judith Brodsky, Rutgers's Center for Innovative Print and Paper; Ross Danis, the Geraldine R. Dodge Foundation; Jean Holtz, New Brunswick Development Corporation; Cephas Bowles, WBGO; Mark Packer, Appel Farm Arts & Music Center

## Drafting the Plan

Following the conference, Wolf, Keens and Co., utilizing the now voluminous body of reports and recordings including those from New Jersey State Council on the Arts roundtables with artists and arts education summits, penned the first draft of a refreshed Arts Plan. After a review by the planning team, a second draft of Arts Plan NJ was unveiled at the statewide "Arts Alive! Conference," sponsored by an Arts Plan NJ Planning Partner, the New Jersey Theatre Alliance, in September 2005. This launched an extensive vetting and feedback process for finalizing the plan.

## Public Vetting of the Plan

Over the course of the next several months, more than 600 New Jerseyans availed themselves of the opportunity to respond to the draft Plan through an extensive online survey, three Town Meetings (north, central and south), Arts Council board and staff retreats, and eight teleconference focus groups. Professionals engaged for the focus groups included artists, educators, board members of cultural organizations as well as professionals from business and industry, tourism, community development, healthcare and media. From this came numerous suggestions for improvement, development and implementation of the plan.

## Adoption of the New Arts Plan NJ

Finally, with all this input a final draft was completed and readied for adoption, key to which was the development of an even more comprehensive endorsement, implementation and monitoring strategy than the first plan. With the endorsement of this Plan, individuals will be asked to choose and implement a strategy that aligns with their own goals or the goals of their community or workplace. The Plan will be launched at ArtPride NJ's annual meeting set for March 13, 2008. The launch event will feature Governor Corzine (invited), Secretary of State Nina Mitchell Wells in the company of New Jersey's key leaders from all vital sectors who have endorsed the plan and are ready to get to work!

*"The arts community has a critical impact on the economic vitality of New Jersey's communities. A night at the theater can mean that local restaurants fill tables and their employees earn their wages, baby-sitters earn spending money, parking lot attendants remain employed, and ultimately, all these wage-earners plow their money back into the retail economy. That's an amazing ripple effect when you think about it. It's immensely clear to us at Bank of America that the arts bring great value to this state. It's why arts and culture are a permanent focus of our philanthropic goals in New Jersey."*

—ANN LIMBERG, PRESIDENT, BANK OF AMERICA, NEW JERSEY



# The Plan

## I. Elements of Vision

We envision a New Jersey where:

Individuals and communities everywhere participate in the arts to express their rich and varied cultural traditions;

Exemplary lifelong education in the arts is provided to our children and residents;

The arts are recognized as integral to healthy communities, community development and economic progress as well as to pride in New Jersey and its reputation as a state with a high quality of life;

Communities everywhere value and support individual artists as local assets;

The arts sector is well capitalized through committed public resources, diversified private support and innovative earned-income strategies;

The “creative economy” is an effective and critical partner to business, government, education, health care and other central community needs and enterprises;

A highly sophisticated and strategic application of technology advances creativity, communications and community building through the arts.

## II . Themes

*Inclusiveness:* Arts Plan NJ’s definition of inclusiveness is expansive. It encompasses diverse forms of expression and varied cultural traditions, the work of both professional and avocational artists, the needs and aspirations of communities that have not traditionally participated and ready access for persons with disabilities. Critical to this definition is the recognition that the arts are created and practiced in many types of settings. It is important to recognize, celebrate and include all of these in arts planning, thinking, operations and decision-making.

*Excellence:* The pursuit of quality and the promotion of excellence in the arts are a given for New Jerseyans. This Plan seeks to encourage artistic achievement and distinction. It recognizes excellence and access are equally important.

*Partnering and participation:* The arts community needs to work with many types of organizations, agencies and professional fields to deepen the integration of the arts into community and civic life. Artists and arts leaders should take on more active roles as citizens and leaders in public policy, planning and community governance. This Plan encourages the field to work in new ways in local communities to cultivate new relationships and emphasize the importance of local arts development as a fundamental pathway for participation, expansion and diversification. Likewise, this Plan recognizes front-line partnerships and alliances between the arts and the history community, libraries, educational institutions and humanities groups among many potential others.

*Public value and benefit:* Credible and regular documentation and analysis of the many benefits that derive from the arts and of the creative and collaborative processes they set in motion is needed. This documentation should be turned into persuasive messages to convey the value and benefits of the arts to citizens, key New Jersey leaders, elected and appointed officials and persons of influence in order to involve them in developing larger and more diverse sources of support.

*Effectiveness:* Create an expanding “community of learning and practice” – identifying, documenting, sharing, and learning from experiences, best practices and models, not only within the arts sector but also beyond it to potential partners and advocates.

*Stewardship:* The arts sector is only as strong as the ability of its constituent organizations to develop and meet the very highest standards of excellence for organizational operations and governance, to participate in statewide arts advocacy and partnership building, to be involved in their communities and to work toward implementation of Arts Plan NJ.

## III. Goals and Strategies

The goals of this plan express the highest aspirations not only of New Jersey's arts community but the many other sectors that worked on its development. In a sense, the widely inclusive and diverse nature of the planning process makes the statement of these goals the collective expression of the vision of the people of the state. We have been inspired by the progress made under the previous plan to set these new ambitious targets. Each goal includes a series of strategies that outline key areas of work to be done through the collaborative endeavor of New Jersey citizens and organizations – public and private – to realize this far-reaching plan. Taken together, the goals and strategies describe a New Jersey where the arts are intertwined with daily life, and where the energy of the arts strengthens communities' efforts to build a strong quality of life for people throughout the state.

### GOAL I. Grow thriving and vibrant communities in New Jersey through the arts

The evidence mounts daily about the power of art and culture to transform people and places and be a powerful engine for positive community development. The “creative economy,” to which the arts and their natural allies in the history and humanities belong, is an extraordinary asset to New Jersey and part of the state's proud legacy of invention and innovation. So compelling are the reports about the instrumental benefits of the arts in building better communities, that this Plan calls upon them all to ensure the arts and culture are integrated into public and private decision making and planning at all levels. This Plan recognizes that such integration requires conscious and strategic effort at all jurisdictional levels and in both the public and private sectors. In fact, this planning process took a much broader view of the array of partnerships needed to accomplish its goal than ever. It envisions stakeholders well beyond the natural constituencies of educators, students, audiences, artists and allied communities to encompass government leaders of all sorts, planners, small business owners right up to multinational corporations, restaurateurs, real estate agents and developers, the healthcare industry, residents and taxpayers, civic institutions and nonprofits, investors, tourists, commuters and more. It requires a new perspective within the arts community that identifies clearly and accurately the value the arts offer these many different constituencies and convincingly communicates that value to their respective leaders and to everyday people in terms they understand. This strongly suggests that the arts community has to involve itself more in community life if civic leaders are to support the arts and look to them to address community priorities.

#### Strategies

*Public policy alignment:* Identify public interests and goals to which the arts make significant contributions, including economic development, education, recreation, health, design and quality of life. Promote Arts Plan NJ to other local, regional and statewide planning efforts in order to encourage alignment of strategic plans. Ensure that public policies and decision-making at all jurisdictional levels facilitate the development of the creative economy, encouraging innovation, providing support and eliminating barriers to participation.

*Connection to the civic agenda:* Promote inclusive community cultural planning, cultural districts, public art, and incorporation of the arts and artists into community development strategies, decision-making bodies and civic activities. Campaign for all municipalities and counties to adopt cultural plans and integrate the arts and cultural development into both their master plans and their various economic development strategies. Work to create environments that will attract and retain artists and cultural organizations. Consider the implications of innovative zoning, real estate financing and development policies, transportation plans and rehabilitation of housing and commercial stock.

*Connection to the business community:* Position the arts as a viable and valuable business sector in the community, a resource to commercial enterprises, a partner in achieving business goals and an active participant in chambers of commerce and other business-related civic organizations. Encourage dialogue that connects arts and business agendas, especially when it comes to the potentially symbiotic relationship between arts and business market-

ing and promoting the arts as part of business development efforts.

*Cultural Tourism:* Tourism, which is supported by a strong cultural sector, is a more than \$37 billion industry making it an important contributor to New Jersey’s economic health. Cultural tourism, defined as “travel directed toward experiencing the arts, heritage, and special character of a place,” is a growing sector of tourism. The cultural tourist spends more, stays longer, returns more often and therefore bolsters the growth and development of New Jersey’s tourism industry through the arts. Enhance New Jersey’s identity and reputation by advertising and capitalizing on the wealth, diversity and proximity of New Jersey’s cultural resources. Prepare more arts organizations to be attractive destination points through technical assistance and capital development. Concentrate efforts on interstate and international points of entry as well as community thoroughfares.

*Information and data:* Develop a comprehensive approach to the compilation and distribution of research and information that expands understanding of the capacity of the arts to attract and retain business, create jobs, prepare a well-educated citizenry, improve performance in other fields, enhance tourism, promote individual well-being, beautify the environment, and enrich and revitalize New Jersey communities. Utilize the most sophisticated approaches, including geographic information system (GIS) mapping, technology, surveys and economic impact studies.

## **GOAL 2: Build strong and viable cultural institutions exemplifying artistic excellence, diversity, creativity and connection to the community**

The 140 plus organizations whose websites are linked by the Discover Jersey Arts marketing campaign only begin to give one a sense of the number, quality, variety and distribution of New Jersey cultural offerings. Museums, theaters, dance companies, community music schools, orchestras, choruses, festivals, public radio and television stations, university presenters, concert halls, galleries and more can be found in communities large and small throughout the state. State funding alone supports the work of over 700 arts groups and programs annually. These organizations form the core of the arts in New Jersey. They serve audiences, employ dedicated artists and staff, attract visitors, and create opportunities for varied cultural expression and experiences in this highly diverse state. They bring communities together, provide education, and generate public and private revenue. The cultural sector is an engine of New Jersey’s economy, innovation and development. The creative economy is increasingly recognized as a powerful magnet in attracting other talented people and industries. To maximize its contribution to the well-being of the state, the arts sector needs to develop its infrastructure and increase its sustainability through growth and diversification of income, investment in capital development, efficient management, strong leadership and high standards recognized by all. This plan calls on New Jersey’s leaders from all sectors to recognize the value of investing in the arts and culture of the state and to work together to create a sustainable future for the sector from which we will all benefit.

### **Strategies**

*Capitalization:* Encourage the development of new and innovative strategies for earned and contributed income that leads to a higher degree of self-sufficiency and robust capitalization for arts and cultural organizations. Over time, seek to increase the resources of the New Jersey Cultural Trust as a powerful means to encourage organizations and donors to build long-term capital, and to provide support for organizational stabilization and capital development initiatives. Work with state agencies to align policies and encourage capital investment in the arts. Engage private sources of capital in discussions of investment partnerships in the cultural sector, including investments in cultural facilities.

*Leveraging resources:* Educate leaders at all jurisdictional levels and in all key sectors on the benefits of supporting the arts through public and private financial investment that encourages broad arts participation and builds constituent support for a vital arts sector. Connect the arts to non-arts public and private resources targeted toward commerce, tourism, economic development, historic preservation, libraries, recreation, transportation, planning, educational development, health and social services.

*Board, staff and volunteer leadership:* Identify, attract, involve and educate a new generation of cultural sector leaders, stewards and administrators who can bring energy and vision to the challenges of securing necessary resources and long-term support for the arts and guide the growth and development of cultural institutions. Address

the needs of cultural institutions to be able to offer talented and interested staff competitive employment opportunities that encourage long-term careers in the arts.

*Philanthropic innovation:* Engage cultural organizations and the philanthropic sector in developing alternative benevolent strategies based on a broad vision of the full range of contributions the arts make to the well-being of communities and individuals. Such strategies could include funding consortia, challenge funds, charitable remainder trusts, donor directed philanthropy and collaborations that involve foundations, corporate donors, charitable gift funds and community foundations. Work for policies and regulations that encourage cultural philanthropy.

*Local arts development:* Encourage greater investment in local arts development as a means of both strengthening communities and growing the major arts institutions of tomorrow. Recognize and support New Jersey's unique network of 21 county arts agencies as an effective vehicle for this development, ensuring that they have the necessary resources. Invest in community cultural planning.

*Efficiencies and cost control:* Encourage and support organizations in efforts to operate more efficiently through organizational restructuring, shared resources and facilities, collaboration, consolidation of organizations' operations and the use of technology.

*Organizational standards:* Develop, articulate, endorse and adopt high standards of practice within New Jersey arts organizations that encourage the development of sustainable operations and responsible governance. Encourage organizations to use these standards as strategic planning tools to measure progress, growth and impact

*Technical assistance and tools:* Invest in the development of effective technical assistance and tools that can advance the skills, knowledge and efficiency of arts professionals and equip them to be strong advocates and partnership builders on behalf of the arts.

### **GOAL 3: Provide arts education for all New Jerseyans throughout their lives**

Since the last statewide Arts Plan NJ was developed, New Jersey has made significant progress in arts education, including the following mandates:

- Adoption of core curriculum content standards in the visual, performing and literary arts;
- A credit requirement in the arts for high school graduation;
- Specific teacher certification requirements in dance, music, theater, and visual arts;
- Professional development requirements for both teachers and administrators in all core curriculum content areas.

This planning process emphasized both the need to capitalize and build on these gains effectively in all of New Jersey's more than 600 school districts, and the opportunity to view arts education as a lifelong endeavor not limited to public schools or just the school day. It is especially important to provide arts exposure and instruction in the pre-K years, when the future capacities and learning habits of children are being formed. Exposure to and ongoing participation in the arts need to be offered sequentially throughout a child's entire schooling. Early engagement is the most important indicator of future participation in the arts. The full implementation of lifelong learning in and through the arts is a complex endeavor that requires investment in facilities, training, curriculum development, and arts/non-arts partnerships. This plan envisions a vigorous statewide effort to engage teachers, school administrators, boards of education, parents, community leaders, non-profit partners, business and institutions of higher education to create a variety of opportunities for New Jerseyans to learn in and through the arts throughout their lives. This plan coincides with the findings of a major survey of all New Jersey K-12 public schools, which presents a comprehensive picture of the status of arts education. Married to mapping and other relational software, this searchable database provides, for the first time ever, the ability to identify areas of greatest need in order to focus resources and advocacy.

### **Strategies**

*K-12 public education and the arts:* Increase the number of New Jersey school children engaged in and bene-

fitting from the arts. Ensure that the New Jersey visual and performing arts standards are implemented as part of the core curriculum, infused into other content areas, appropriately and regularly assessed, and adequately funded to maximize the impact for every child throughout grades K-12. Include in that effort emphasis on the value of the literary arts and creative writing. Support all arts education in the schools with necessary space and resources, advocacy for financial support at all levels, and initiatives to train and prepare teachers. Invest in the development and proliferation of quality after-school arts education programs as well as those in our communities that engage children and their families in meaningful arts experiences. Encourage artists and arts organizations to become even greater community resources to schools.

***Lifelong learning:*** Expand our vision of arts education to include high-quality programs and services for people of all ages and abilities, from early childhood, to adults, families and seniors. Develop and deliver these programs and services through partnerships and collaborations among schools, community, social service, health care, faith-based, fraternal, arts, history, cultural and other organizations. Develop the necessary infrastructure, policies, resources and incentives to provide programs in diverse settings and to overcome barriers to participation.

***Training:*** Within the context of existing resources, create and strengthen partnerships among schools, colleges and universities, artists, arts organizations, and state and local agencies to provide rigorous training for educators, arts educators and artists, thus preparing them to deliver high-quality and effective standards-based K-12 instruction. This includes arts education for elementary school teachers. Develop training initiatives that prepare both the arts and social service sectors to collaborate in providing quality after-school arts programs and lifelong learning opportunities in the arts.

***Advocacy:*** Strengthen the arts in education advocacy movement. Create a network of support mechanisms and organizations that identify and promote best practices and model schools in New Jersey, consolidate and disseminate research on the impact of arts education on student achievement, link arts education and community resources, mount effective campaigns for change and improvement and provide the infrastructure for effective promotion of arts education in New Jersey.

## **GOAL 4. Foster broad recognition and extensive engagement of New Jersey artists and a strong network of support for them and their work**

New Jersey’s artists are our invaluable creative capital, the lifeblood of the arts industry, and yet their work and potential are under-recognized, under-valued and insufficiently supported. The most recent data available indicates that more than 50,000 residents of New Jersey identify themselves as professional artists, a number that surely underestimates the real extent of New Jerseyans who are significantly engaged in artistic pursuits. These individuals are a tremendous asset to the state. Artists give much more than they receive. They bring creative solutions to community challenges, their remarkable work enhances the reputation, economics, image and attractiveness of New Jersey, they give both expression to our diverse cultures and identity to what it means to be an American and a New Jerseyan, and their works create a legacy of accomplishment that makes us all proud. The arts engagements they foster enrich and transform peoples’ lives, families, and communities. Yet artists face a daunting array of challenges to success, growth and development.

The planning process emphasized the need to transform this underutilized resource into an ever more productive advantage for New Jersey communities. Thinking and discussions on the national level about how to support individual artists have advanced considerably since the last Arts Plan NJ. Communities across the country now recognize—as that plan did—the importance of growing an *infrastructure* to help artists create sustainable livelihoods and the value of encouraging partnerships between artists and community priorities. This plan seeks to put in place multi-faceted strategies that enhance artist support through policy, technology, service, and partnership, and offer opportunities to attract, develop, maintain, sustain and support the best of artistic talent in New Jersey.

### **Strategies**

***Information, community, and communication:*** Develop and connect artists to an online information center. This website would include an effective statewide artist database and the ability to search online and identify performance and workspaces, financial support, employment, and community partners and opportunities, as well as the means for artists to communicate and collaborate with one another.

*Infrastructure of support:* Develop policy approaches and initiatives that build partnerships, especially among local government, nonprofit, business, and economic and community development sectors to provide New Jersey artists with professional and personal support, including such critical needs as insurance, healthcare, unemployment benefits, retirement plans, affordable housing, appropriate and affordable workspace, and legal, financial and marketing services.

*Career development:* Devote public and private resources to the education and career development of artists through both formal training that also prepares the artists for the realities of the marketplace and a variety of other means, including fellowships, artist residencies, commissions, and civic and social projects that incorporate artists. Work with education, social service and healthcare sectors to provide training and certification to effectively integrate the artist into those settings. Invest in programs that provide effective technical assistance and on-going opportunities for professional development especially for marketing and business skills. Encourage cultural organizations to welcome and nurture New Jersey artists as part of a larger community and to include them in all aspects of programs, operations and governance. Develop a significant, sustainable and effective network of service to represent the interests and needs of New Jersey artists. This network would provide counsel and support and be the nexus of efforts to develop infrastructure, technology and communication to build a thriving community of artists in the state.

*Celebration and conservation:* Create opportunities to promote and celebrate the accomplishments of artists and recognize their excellence. Encourage proliferation of quality public art programs. Use awards, exhibitions, tours, and special programming to draw the public's attention to the importance and value of New Jersey's artists. Identify and celebrate the master artists of our state. Preserve and transmit to future generations the folk and traditional arts of our many cultures by fostering apprenticeships and other opportunities for learning, artist training and public presentation.

*Community integration:* Incorporate artists into all facets of community life including education, social services, faith-based organizations, healthcare, policy development, community planning, public projects, and civic leadership and participation. Ensure that artists and arts leaders are "at the table" when communities are making plans and decisions.

## **GOAL 5. Work vigilantly to broaden, deepen and diversify cultural participation and improve access to the arts throughout New Jersey**

This Plan asserts that the arts can benefit everyone, no matter what their personal experiences, circumstances, or abilities. Thinking as broadly and creatively as possible about potential community partners is encouraged. The planning process recognized the on-going challenge and desired goal of extending the benefits of the arts to all New Jerseyans. It reaffirmed the emphasis on access to the arts and participation building outlined in the previous Plan and recognized the achievements of Discover Jersey Arts, the multi-faceted marketing effort that was launched as a result. In addition, it also recognized the groundbreaking work that has been done since, to better understand both the dynamics of and impediments to cultural participation. This Plan calls for the inclusion of the arts in many "non-arts" facets of community life and engage communities in new ways. The work of bringing people to the arts is continued, but what is added is the task of taking the arts *to* people, to serve them where they live, work and engage the rest of the world on terms and in ways that make accessing the experience easy, affordable and welcoming. We recognize that much of this effort will be grassroots, further stressing the importance of local arts development, folk and traditional arts and the value of New Jersey's complete network of County Arts Agencies. We also recognize that the goal is not just about building audiences, but also reflecting those diverse audiences in every level of our cultural institutions including operations, programming, governance and patronage.

### **Strategies**

*Community relationship building:* Build relationships with community leaders, social service organizations, education organizations, healthcare facilities and others. Connect them with arts activity and communicate how partnership with the arts serves their constituents and priorities. Be strategic in identifying specific communities and potential participants and look on this work of relationship building as a long-term proposition. Involve these communities in all levels of organizational structure. Dedicate staff and board resources in arts organizations to efforts in building collaborations that make the arts available and valuable to more people.

Marketing and communication: Advance the statewide arts marketing strategy to brand the Discover Jersey Arts campaign as a valuable resource to communities and to help arts organizations promote similar messages in local communities. Explore new ways to communicate effectively within the diverse communities throughout New Jersey. Use the full range of media communications tools, including the internet, cable television, print media, foreign language print, and radio to heighten awareness of the arts, arts organizations, arts activity and opportunities to participate. Explore new avenues for electronic advertising, product placement and access.

Accessibility and participation: Work individually and collectively to remove the practical, perceptual and experiential barriers to participation. Collaborate both with natural allies in the history, humanities, education and recreational communities and with non-traditional partners in other fields, such as healthcare, community development, and faith-based and social services. Encourage presentation partnerships at non-traditional venues and programs to assist arts organizations to broaden audiences and fully serve people with disabilities and special needs. Take the arts *to* people in their communities, in ways that respect and honor community values, traditions and standards. Develop a culture of customer service, and work to enhance each individual's personal experience of the arts. Develop arts organization staff, board, volunteers and patrons to reflect the rich diversity of New Jersey.

Knowledge building: Provide arts leaders and those prospective arts partners with state of the art information and knowledge about strategies and best practices that encourage and promote audience development, accessibility and arts participation. Access, include and share the relevant information and knowledge from other fields that will enable successful collaborations. Encourage arts organizations to learn from each other, collaborate on joint projects, and coordinate outreach. Facilitate communications among arts groups and potential partners on these issues through conferences, meetings, publications and networking.

## **GOAL 6. Achieve advanced and sophisticated application of technology by all New Jersey artists and arts organizations for communication, creativity and community building**

The sweeping advances in technology present both opportunity and challenge to the New Jersey arts community. Never before have so many individuals and organizations had such access to high speed, sophisticated and interactive technology. The potential for more effective communication, new artistic creativity, greater operational efficiency, enhanced patron experience and engagement and greater connectivity and visibility for the arts sector is enormous. As the capacity of technology leaps ahead, however, so does its complexity. To fully participate in the high tech world, arts organizations and artists must not only choose and invest in hardware and software, they must adapt their systems and methods of working to the technology, and ensure they have the training and technical assistance to take full advantage of all technology has to offer. New Jersey's application of technology in the arts is uneven at best. Arts Plan NJ's planning process suggested that the state must overcome a "digital divide" among both arts organizations and individual artists that separates the well-financed and sophisticated high-end users of technology from those with fewer resources—often based on economic, geographic, genre or ethnic factors. This plan takes an aggressive stance concerning technology, viewing it as an asset that must be available to all in New Jersey who are engaged in improving our state through the arts.

### **Strategies**

Building capacity: Develop a coordinated approach to technological advancement through a statewide assessment of needs and resources, identification and dissemination of best practices, and training and consultation. Encourage partnerships among nonprofit, business and/or higher education sectors to create/identify a centralized source to provide guidance and answers to questions regarding technology.

Artistic development: Give New Jersey artists the necessary support to enable them to employ technology to enhance their creativity. Provide training, technical support, access to equipment, incentives for innovative applications of technology to creative processes, and the development of artist networks to share work and encourage artistic collaboration.

Enhancing communication: Support the development and dissemination of technology tools to strengthen the abil-

ity of artists and arts organizations to communicate with markets, audiences, media, funders and each other. Ensure that accessible communications technology tools are developed for persons with disabilities.

*Advocacy:* Employ sophisticated approaches to use technology to support advocacy for the arts throughout the state, developing the arts community’s ability to mobilize constituents, disseminate information, tailor messages and communicate effectively with legislators and other decision-makers.

## IV. Action Plan

To achieve its ambitious goals Arts Plan NJ will require broad participation from all sectors in a range of initiatives. This section articulates the most prominent strategic priorities to set New Jerseyans on the path of accomplishing the full range of Arts Plan NJ goals.

**Sustain all gains made under the previous plan**, and continue their development, focusing especially on: building the Discover Jersey Arts marketing campaign to augment participation; increasing community cultural planning and the development of the arts at the local level for effective community and economic planning and development; developing the folk arts infrastructure and other means of celebrating and embracing our cultural diversity; and developing and carrying out strategies to broaden, deepen and diversify cultural participation.

**Establish and convene “Arts Plan NJ Advisory Panels” and “Leadership Teams” of arts and non-arts, public and private sector leaders at the very highest levels** under the banner of the Arts Plan NJ partners in order to engage New Jersey’s most influential people in the implementation of this plan. Focus the work on developing ways for the arts to be integrated into public policy priorities and resources for the arts at all jurisdictional levels. Primary goals for such panels and teams would include stimulating greater private sector support to develop the sustainability and strength of New Jersey cultural institutions and expanding the advocacy for the implementation and support of Arts Plan NJ’s goals. These can be focused on specific issues and projects, an overarching issue or simply Arts Plan NJ’s implementation in general. Use this work to cultivate new board and staff leadership and more fundamental and pervasive connectivity between the arts and the entire spectrum of the civic agenda. In addition, it is strongly recommended that we keep in place the various thematic discussion groups that were so instrumental to the formation of this Plan and can now turn to its implementation and assessment.

**Grow and strengthen arts advocacy** to raise the level of public and private investment in the arts by joining, partnering with and supporting ArtPride NJ Foundation. Join with advocates within the state from the arts, history and humanities fields as well as other related industries, and connect New Jersey’s cultural institutions to national networks of service and advocacy. Build the capacity of arts leaders, arts professionals, artists, students, arts organizations (especially board members) and all persons and fields that would be advocates to make a compelling case for the public value of the arts. This can be accomplished through professional development, education, leadership training, knowledge sharing, cooperative ventures and effective communications.

**Develop cultural tourism initiatives.** The 37.6 billion dollar tourism industry is important to New Jersey’s economic health, and the arts, history and culture are key to the support of the tourism industry. Develop and invest resources in fostering the ability of the arts to do business in the travel and tourism industry; in developing maps, signs, materials and guides to connect people to available cultural resources and tapping into tourism networks and outlets to publicize and market the availability of the arts experience. Seek collaborations both among the arts and history communities, the NJ Division of Travel and Tourism, the Department of Transportation and regional and interstate authorities as well as with other involved industries (e.g., hotels, restaurants, chambers of commerce, other tourism venues, etc.) seeking to add value to arts tourism packages and attract the broadest possible audience. A key strategy will be to focus attention on air, rail and motor vehicle transportation systems for both marketing and product placement.

**Develop programs and partnerships with the healthcare field and other natural allies.** The relationship of the arts in fostering quality health care and the physical, mental and emotional well-being of people emerged repeatedly throughout the planning process as one of the most important areas for exploration, and one with enormous potential economic impact as well. This may be especially true in geriatric medicine that dovetails with the goal of promoting lifelong learning. Envision and develop strategies to build a large cadre of certified artists and arts providers who work side by side with medical practitioners in quality healthcare delivery. Collaborate with healthcare

providers to incorporate an arts component into their strategic plans. The Arts Plan NJ’s planning process revealed at least two other fields for which partnerships and alliances with the arts seem natural and would produce mutual benefits. The first is the extensive network of libraries, which are increasingly viewed as cultural resources by virtue of their growing role in reaching their respective community with arts programming, cultural information and connection to resources for technical assistance and professional development. The second is real estate, an industry whose success relies so heavily on quality of life issues and communicating the important attributes of community. Make the arts, history and cultural opportunities a selling point and utilize the real estate network for information distribution and marketing. Pursue new and stronger relationships with faith-based organizations.

**Create new resources for arts education and arts education advocacy** to ensure that each of New Jersey’s more than 600 local school districts has the knowledge, capacity and funding to deliver quality arts education to its students. These new resources include an arts education advocacy network that can carry out the strategy to “identify and promote best practices and model schools in New Jersey districts, consolidate and disseminate research on the impact of arts education on student achievement, link arts education and community resources, and provide the infrastructure for effective promotion of strong support of arts education in New Jersey,” articulated in Goal 2. This strategic priority includes the ongoing support of the NJ Arts Education Census Project, a survey designed to evaluate the condition of arts education in every K-12 public school throughout New Jersey, which has become a model for replication in other states. The NJ Arts Education Census Project, a program of the newly formed NJ Arts Education Partnership (NJAEP), released its first report in September 2007 providing a searchable database of the status of arts education in the state, as well as a web-based center for arts education information that can guide and support resource allocation, curriculum development, advocacy, training and networking. NJAEP, along with public and private partners can also be the nexus for coordinating the proliferation of after-school arts education programs, arts programs that actively engage people of all ages and the discussion with higher education needed to improve teacher and artist training.

**Establish a statewide artist service network** with the help of the private sector to provide a wide range of assistance and programs to support New Jersey’s artists. An immediate objective of this network would be to develop a comprehensive artist database with reliable and accessible information about New Jersey artists and their work in order to connect New Jersey artists to other available resources. This network would be in the forefront of creating the infrastructure necessary to support artists in earning their livelihood from their art. Highest priority issues would include insurance, healthcare, live, work and market space, access to technology, technical assistance, marketing and professional development. This proposed network will work with artists across disciplines, identifying and addressing their common needs.

**Expand the network of technical assistance and organizational development service providers.** Organizations and programs that provide expertise and assistance in areas key to the sound growth and development of cultural organizations have a major role to play in expanding their impact and public benefit and improving their sustainability. Areas of highest priority need have been identified as legal services, financial and accounting services, better connection to the resources of private business and industry, financial, operational and capital planning, technology development as well as application and board and volunteer training among others.

**Develop new and larger financial resources for the arts that build capacity, sustainability and public value.** Encourage community cultural planning to help local leaders understand the importance of investing in the arts. Explore creative ways to fund larger scale capital projects, especially those that improve accessibility, and explore other existing public funding programs to which the arts can apply. Work with state agencies to align policies and encourage investment in the arts. Aggressively pursue private sector funding and innovative funding vehicles intended to keep more corporate support in-state and grow more foundations and trusts dedicated to the arts. Encourage enhanced support from all sectors to grow the resources of the New Jersey Cultural Trust in order to realize the intention of its enabling legislation to aggregate long-term resources. Investment in the Cultural Trust has already resulted in 119 grants to organizations ensuring their long-term stability. Arts organizations and donors have responded enthusiastically to the incentives offered by the Trust, yet much more can be accomplished with greater resources. The ability of the Trust to strengthen those incentives and provide grants for a wide range of organizational strategies, including endowment building, institutional capacity building and capital development, is critical for realizing the full range of economic benefits laid out by this Plan. Make the case between the arts and wellness and quality healthcare to open up new funding possibilities. Apply the same principle to other fields. This priority can be a primary goal for both the Arts Plan NJ Advisory Panels and the ramped up advocacy cited later in this section.

**Conduct a statewide technology audit and create an accessible, virtual “help desk”** through partnerships among the nonprofit, private, and /or higher education sectors to enhance the development and application of technology in the arts. The capacity of New Jersey arts organizations and artists to access and employ technology varies widely throughout the state. A technology audit will provide information on how resources are distributed and used, and would allow us to develop and invest resources that enable artists and arts organizations to utilize technology for the creation, administration and transmission of art, thereby expanding the number of participants and enhancing the artistic experience. The primary function of the “help desk” would be to respond quickly to the ongoing needs of artists and arts organizations for technical assistance as they implement technology to enhance artistic, networking, communication and organizational practices.

**Develop a set of standards and accords.** The planning process revealed the importance and value of cultural institutions formally adopting and committing to the highest possible standards of conduct in the operation and development of their respective organizations and assessing their performance and progress. Integral to the concept is devotion to excellence, access, diversity, artists, the highest ethical standards, sound business practices, advocacy on behalf of the field, sharing of knowledge and leadership in implementing this Plan. This could be the focus of an “Arts Plan NJ Advisory Panel” as cited above. It can be a set of accords for formal adoption by art organizations and by our colleagues in the history community as well. It also has the potential to extend to a separate set of accords reflecting a corporate pledge to sustain the quality of life of the state and in so doing lead to increased shared resources.

# Strategic Planning Steering Committee

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The Geraldine R. Dodge Foundation  
The Karma Foundation  
Merck and Co., Inc.  
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## 2005 Governor's Conference on the Arts

### Panelists

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Carol R. Brown, Past President  
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Penelope Dannenberg, Dir. of Programs  
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## Metropolitan Opera Guild

Jay Hoffman, President and CEO  
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Rory MacPherson, Senior Program Officer  
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Don Marinelli, Co-Director, Entertainment Technology Center at Carnegie Mellon & Prof. of Drama & Arts Management  
Greg McCaslin, Director of Programs  
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Irwin Nesoff, President  
National Center for Creative Aging  
Neil Archer Roan, Principal & CEO  
The Roan Group  
Martha Wilson, Founding Director  
Franklin Furnace Archive, Inc.

### Featured Artists

Billy Collins, Poet  
Paquito D'Rivera, Jazz Master  
Slide Hampton, Jazz Master  
Eloise Bruce, Poet  
Yass Hakoshima, Mime  
Steven M. Hollow, Actor/Teaching Artist  
Sojaita T. Hua, Dancer  
Candace Hunley-Kamate, Dancer  
Qiulin Li, Opera singer  
Ameurfin Nazario, Musician  
Pennsauken H.S. Jazz Ensemble  
Queen Nur, Storyteller  
Segunda Quimbama, Drummer  
Clarita Ramos, Musician  
Alysia Souder, Playwright, Director, Teaching artist.  
Sejal Kaudian, Musician  
Loren Oppenheimer, Musician  
Mei Chu Wu, Opera singer  
Yi Yang, Musician/Teaching Artist

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## **Cultural Arts**

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Jennifer Sorgatz, Director

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## **Somerset Art Association**

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## **The Sussex Co. Arts & Heritage**

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## **NJSCA Fellowship Recipient**

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## **Borough of Highlands, NJ**

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## **Cape May Stage**

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## **Smiling Rhino Theatre**

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## **Lakewood Middle School**

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## **Woodstown High School**

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Technical Equipment Illustrator

## **D.O.D. - U.S. Army**

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## **St.Vary's Hospital, Passaic, NJ**

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Jay Proietto

Lucy Banta, Managing Editor

## **Family Magazine**

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## **CitySmiles, Inc.**

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## **Bancroft NeuroHealth**

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## **City of Jersey City**

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## **South Jersey Cultural Alliance**

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Calvin Hill

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Bradford Hayes, Musician/Educator

## **The Bradford Hayes Quartet/Spirit Of Life En- semble**

Claudia Campbell, Dancer

## **Alborada Spanish Dance Theatre**

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## **City of Jersey City**

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Robert Costa, Curator

## **Art In Plain View**

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## **Two Rivers Theatre Company**

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## **Red Bank RiverCenter**

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## **Children's Cultural Center, YMCA**

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