Arizona School for the Arts
A COLLEGE PREPARATORY AND PERFORMING ARTS TRADITION

Strategic Plan

2022-2023
(Approved by the Board of Directors – **01/23/2023**)

ASA inspires creative thinkers and leaders through providing an innovative concentration in college preparation informed by the performing arts.

Arizona School for the Arts Strategic Plan
2022-2023

The Board of Directors annually reviews its strategic priorities. This year, we have embedded our DEI (Diversity, Equity and Inclusion) Strategic Plan within our School Plan which is in its final year. These priorities continue to be the highest level of importance:

1. ***Develop strategies and partnerships for ASA's long-term institutional sustainability***

2. ***Create a school culture that systematically supports and embraces everybody's humanity and promotes community connectedness.***

3. ***Build a roadmap for ASA's institutional advancement including fund development and community visibility***.

4. ***Build a 360-degree communication framework that is accessible and transparent***

PRIORITY: Develop Strategies and Partnerships for ASA'S Long-Term Institutional Sustainability

Goals:

- *Address systems and process improvements in key areas with input from stakeholders.*
- *Explore long-term partnerships with organizations that insure financial and organizational sustainability.*
- *Establish a comprehensive faculty retention strategy that support a diverse learning and working environment.*
- *Recruit, Hire, and Retain the highest quality of academic and arts faculty and staff.*

Action Steps re-order action steps

1. Create a faculty retention plan.

   Metric: This committee or team will meet at least twice a year on this subject.
   Timeline: 2023-2024

2. Develop a list of community organizations to establish a recruiting pipeline for faculty and staff hires.

   Metric: 100% of faculty and staff have access to this resource.
   Timeline: 2022- 2023

3. Recruit a more diverse candidate pool for faculty, staff, and administrative openings.

   Metric: Annual demographic analysis of faculty, staff, and administrators.
   Timeline: Ongoing

4. Establish faculty and staff leadership development and mentor programs to create a culture of career advancement, especially for faculty and staff of color within ASA.

   Metric: A specific number of faculty and staff will participate in the program annually.
   Timeline: 2024

5. Broaden ASA's unique position and role within the Phoenix metro area as a leader in youth arts education.

   Metric: Increase media opportunities to strengthen ASA's visibility as a leader in youth arts education and the added value of ASA's unique education model.
   Status/Timeline: Ongoing

PRIORITY: Create a School Culture That Systematically Supports and Embraces Everybody's Humanity and Promotes Community Connectedness

Goals:

- *Provide an equitable learning and teaching environment that celebrates the diversity of our students, teachers, staff, and families.*
- *Cultivate and foster strategies that support the recruitment and retention of a diverse student body in ASA and ensure the school has a reputation of being inclusive and welcoming of diverse populations.*
- *Engage faculty in developing and implementing strategies that actively and intentionally provide forums for the cultivation of a mutual respect of differences and cross-cultural understanding across the ASA core curriculum, academic programs and its performance, productions, exhibitions, and other arts events and activities.*
- *Partner with key stakeholders to assess and understand the current policies and practices in responding to student incidents; facilitate the identification of specific actions/plans to drive change.*
- *Facilitate the thinking and design work to create restorative student disciplinary policies and procedures to support harm repair, interventions and re-entry.*
- *Develop staff mindsets and skills to facilitate restorative practices in the classroom and specifically when incidents of harm occur.*
- *Ensure school leadership and key champions have the knowledge, skills, and resources to respond to AND address incidents of harm with restorative values and practices.*

Action Steps:

1. ASA will implement a comprehensive strategy to create a more accessible and inclusive culture for students, faculty and staff in its facilities, policies, and training that would include the following:

    a. Revise and expand equity statements in the Employee Handbook, particularly around expectations.

       Metric: Publish in all ASA collateral.
       Timeline: 2023

2. Develop and offer training/awareness opportunities for the Board and Leadership on topics such as microaggression, gender identity, restorative practices and other related topics that affect the recruitment and retention of students and faculty and the management of an inclusive culture.

    Metric: Develop a list of training and educational experiences on diversity-related topics with a completion log.
    Timeline: Ongoing

a. Teachers build inclusive classroom environments using training and restorative practices, especially when incidents of harm occur, and then participate in the re-entry plan to help students return to class.

   Metric: Observation rubric and annual professional evaluation.
   Timeline: June 2022

b. Create new mechanisms to evaluate and recognize faculty members who excel at providing forums that advance the cultivation of a mutual respect of differences, restorative practices, and cross-cultural understanding. Add language about professional responsibility.

   Metric: A new process will be implemented to evaluate and recognize and reward faculty members.
   Timeline: 2023-2024

c. Provide recognition for faculty who actively implement best practices that foster an inclusive culture.

   Metric: Faculty recognition will be reported in the Annual Report or other appropriate communication channels.
   Timeline: 2023 -2024

d. School leaders will participate in individual and group training and coaching to build skills, practices and resources to respond and address incidents of harm with restorative values and practices.

   Metric: Reduced number of student referrals and disciplinary hearings.
   Timeline: 2022 and ongoing

e. Establish opportunities for parents to engage in providing input to the diversity and inclusion initiatives.

   Metric: Add three parents to engage with the Core Equity Team Council/ Advisory.
   Status: Ongoing

f. Annually, hold a school-wide forum on diversity and equity.

   Metric: A forum on diversity and equity will be held annually.
   Timeline: 2023 (fall) -2024(spring)

3. Explore best practices for developing new support systems for diverse students, particularly those transitioning from middle school to high school. Who leads? Combine #2- #4?

   Metric: Improved retention of students (i.e., lower socio-economic backgrounds, with disabilities, students of color) receiving support services.
   Timeline: 2023-2024

4. Hold a meeting/forum annually with admissions staff, social worker, college counselor and others to discuss best practices for student retention and mentorship.

   Metric: At least 75% of advising and admissions staff attend the forum.
   Timeline: 2023

5. Establish a mentor program that offers incoming students, particularly 5th and 9th grades, the option to be paired with a student mentor.

   Metric: 90-100% of the students participate in the student mentoring program.
   Timeline: Ongoing

6. Educate faculty about resources available for student support, advocacy, and early intervention for students with lower GPA or other graduation rate predictors.

   Metric: 100% of faculty are sent information about retention resources available to students.
   Timeline: 2023

   Metric: Individual college/career pathway plan developed for all high-risk students to prepare them for post-high school opportunities (senior team and college counselor).
   Timeline: 2023

7. Revise exit interview process to share information about the employee experience.

   Metric: At least 50% of exiting employees participate in exit interviews and at least once a year information from exit interviews is submitted to the CEO. HR Team or outside entity.
   Timeline: 2023

8. Leverage existing outreach programs and develop targeted recruitment to diverse communities with interest in ASA's mission and outcomes.

   Metric: 100% of the faculty, staff and students and parents will receive information about the outreach programs.
   Timeline: 2023 -2024

9. Create a working group comprised of faculty and experts in collaboration with the academic and arts leadership to:

   a. Examine best practices with stakeholders and take a deeper look at a systematic process in which diversity and inclusion is incorporated into core curriculum and academic and arts programs.

      Metric: The group will create a report of best practices.
      Timeline: 2022-2024

   b. Establish guidelines and principles for diversity and inclusion within core curriculum.

Metric: The academic and arts departments will create a catalog of guidelines and principles for diversity and inclusion within the core curriculum and arts and academic programs.
Timeline: 2023-2024

  c. Develop and implement best practices for infusing diversity and inclusion throughout the core curriculum and academic and arts programs.

   Metric:
   Timelines:

   Metric: The academic and arts departments will produce a summary of their process to identify what diversity means within their specific disciplines.
   Timeline: 2023-2024

  d. Work with faculty members who teach core curriculum to pilot the implementation of diversity and inclusion best practices throughout the curriculum.

   Metric: At least X% of core classes will implement diversity and inclusion best practices as a pilot study.
   Timeline: 2023-2024

10. Coordinate an annual workshop for academic leadership, key faculty members and student leaders that provide opportunities to learn about and discuss the importance of diversity and inclusion within the core curriculum and academic and arts programs.

  Metric: One annual workshop will be held each year.
  Timeline: 2024 or after

11. Incorporate lectures and discussions with guest artists and performers into course syllabi and through campus assemblies and events.

  Metric: At least one lecture with a guest artist and/or performer will be incorporated into each course.
  Timeline: 2023

PRIORITY: Build a Roadmap for ASA's Institutional Advancement Including Fund Development and Community Visibility

Goals:
- *Build and execute community-focused fundraising, and stewardship plans that grow ASA's capacity to raise annual funding to meet its education and artistic mission.*
- *Broaden ASA's unique position and role within the Phoenix metro area community as a leader in youth arts education.*

Action Steps:
1. Build a solid foundation by focusing efforts of the Board of Directors and Resource Development Committee on fund development (particularly annual fund, major donors, event corporate sponsorship).

   Metric: Multi-level engagement in acquiring, cultivating, and stewarding major donors with HOS and Development & Marketing Director, resulting in overall increase in annual fund giving and an increased major donor pipeline and giving.
   Timeline: Ongoing

2. Reinforce a scalable (repeatable) major donor prospecting process; create innovative ways to engage with major donors.

   Metric: Monthly or quarterly prospecting process (who and how), development of engagement opportunities (open houses, salons), resulting in increased follow through of relationships.
   Metric: Increase number of Circle of Giving level donors ($2,000 – $10,000).
   Timeline: October 2022 to 2023

3. Increased giving and increased percentage of family participation in Annual Fund giving as a result of appeal campaigns, newsletters, videos, and other communication pieces.

   Metric: Approximately 60% at the start of FY21, increase 10% to achieve 80% in 3 years
   Timeline: 2023

4. Engage Parent Family Engagement Committee (PFEC) and Fundraising Groups that supports faculty/school administration, DEI initiatives and aligns with fund development objectives to enhance the ASA experience for all families and grow parent fundraising.

   Metric: Programs, activities, and opportunities that welcome new parents to the ASA community, build involvement of the parent community, and create a culture of inclusiveness and giving.
   Timeline: 2023

5. Grow and engage student alumni and parent alumni in meaningful ways that lead to sustained connection, engagement and fundraising.

   Metric: Increased engagement and steady fundraising from alumni; grow from 9% to 14% (an increase of 50+ donors) and include alumni giving as a budget line.
   Timeline: 2023

6. Develop community-engagement strategies and/or partnership events to build local audience and elevate brand awareness of ASA.

   Metric: Increased media opportunities to amplify ASA's visibility as a leader in youth arts education.
   Timeline: Ongoing

7. Expand ASA's annual signature special event over 3 – 5 years with an emphasis on increasing sponsorship support, introducing/cultivating major donors to ASA, and bringing the community together to support youth arts education.

   Metric: A community-supported and celebrated event that realizes profit margin growth of 70% within 5 years and generating approximately 8 to 10 percent of overall revenue year over year.
   Timeline: 2022-2026

PRIORITY: Build a 360-Degree Communicaton Framework That is Accessible and Transparent

Goals:
- *Deepen collaboration and communication across all internal and external stakeholders, arts areas, and grade levels for a stronger, more interconnected, and equitable school community.*

Action Steps:
1. Develop and implement a communications plan designed to convey the depth and breadth of all initiatives occurring within ASA including components such as incorporation of D&I on the website, social media presence, etc.

   Metric: A communication plan will be created to convey activities occurring within ASA.
   Timeline: In progress

   a. Create a transparent communication framework for all stakeholders about revised equity policies, trainings, and action plans

   b. Engage faculty and staff task forces in key areas of concern identified in town hall and focus groups.

      Metric: Town Halls for stakeholders (faculty & staff, students and parents) and integrate feedback loops.
      Metric: Report to BOD and Community Quarterly if benchmarks met.
      Timeline: August 2020 & Ongoing

2. Include in the ASA Annual Report efforts that foster an inclusive culture.

   Metric: The CEO will ensure an addition to the annual report that recognizes activities within ASA that foster an inclusive culture.
   Timeline: Ongoing

3. Examine publications, website, presentations, and promotional materials for D&I.

   Metric: A communications subgroup will be convened, in cooperation with the Marketing Director, to examine publications, website, presentations and promotional materials for diversity and inclusion and report progress to the CEO.
   Timeline: 2022

4. Highlight, support, and promote D&I initiatives, including guest lecturers/artists, exhibitions and performances on the website and other social media outlets.

   Metric: Report to the Board and the community diversity-oriented activities annually.
   Timeline: Ongoing

5. Develop and promote a listing of student and faculty organizations supporting ASA's mission on the website with contact information.

    Metric: The listing of student organizations along with the contact person within ASA will be present and updated on ASA website and other appropriate medium.
    Timeline: Ongoing

6. Improve the social media presence and annual report with individual stories and profiles highlighting faculty, staff, students, alumni, and board members success stories on D&I.

    Metric: A specific number of stories/profiles highlighting success stories will be published in the annual report and on social media).
    Timeline: 2022

7. Identify parent-oriented programming, web and printed materials that articulate the benefits of   art education.

    Metric: Annually make parent-oriented materials available for distribution.
    Timeline: 2023