

**3 YEAR  
STRATEGIC PLAN**

*FY2022 – FY2024*



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# EXECUTIVE SUMMARY

## *The Establishment of Ignite/Arts Dallas: People, Purpose, Place*

After five years, Ignite/Arts Dallas, the arts & public engagement initiative at SMU Meadows School of the Arts, has established itself as a national and local leader on arts & culture ecosystems. In Dallas, I/AD is occupying an important space, proving itself adept at navigating myriad relationships at multiple levels and scales across communities, neighborhoods, individuals, institutions and sectors in Dallas.

The next three years will focus on solidifying the initiative's work, deepening collaborative partnerships, fine-tuning place-based strategies, strengthening existing capacity and supplementing the existing Meadows curriculum.

The COVID-19 pandemic is not lost on us and we began this work last fall, well before we could anticipate the seismic shift that is still occurring to all of us on the planet. Our approach to the plan has shifted to some degree, as we're intentionally being conservative in our financials, while staying grounded in the belief that great art and the role of culture in society will only grow in importance in the years to come. Thus, we've chosen to invest in strengthening our ongoing work (Pollock/ACE House/Meadows Prize/Residencies), while focusing on creating more depth (Academic Minor). This being said, we will still lead with our Vision, Mission and Values while staying open to the possibilities and potential in the short and long term.

### **I/AD Vision**

*To ignite the imaginations of students, artists and citizens to create more just and vibrant systems.*

### **I/AD Mission**

*To serve as a nexus of art, creativity, engagement and experimentation.*

### **I/AD Values**

**Equity** – Acknowledge inequity. Recognize and reward multiple forms of value.

**Integrity** – Adhere to and serve the mission and vision.

**Access** – Promote inclusion and multiple points of entry.

**Generosity** – Be forthcoming with knowledge, resources and expertise.

**Wisdom** – Act and proceed thoughtfully.

**Transparency** – Provide the full picture whenever possible.

**Authenticity** – Be guided by mission, vision and values.

**Consistency** – Show up. Listen up. Talk up. Walk Your Talk.

**Quality** – Embrace rigor, be exceptional and make great art happen.

**Risk** – Embrace the unknown. Value failure as a form of learning.

**Creativity** – Not everyone is an artist, but everyone has an imagination.

**Adaptability** – Function as a resilient & flexible organization.

# I/AD IMPACTS

I/AD will measure its impacts through the following questions by introducing qualitative and quantitative measurement data through surveys and evaluations.

1. *Do SMU students recognize and value the resources and experiences provided by I/AD?*
2. *Is Dallas a better place for its residents overall?*
3. *Is Dallas a better place for individual artists?*
4. *Are new and additional resources for artists and arts organizations available in Dallas?*
5. *Are SMU Meadows and I/AD linked in the public's perception — and is there a continued recognition of SMU Meadows' leadership role in Dallas?*
6. *Are the I/AD team members happy, productive and able to grow — personally and professionally within and beyond their current roles?*

# THE GROWTH & SUSTAINABILITY OF IGNITE/ARTS DALLAS

The 2009 inaugural Meadows Prize winner, Creative Time, cited in its report several key factors contributing to Dallas' local creative ecosystem and ways to improve it.

*An example: Dallas has a number of high-profile, large institutions known nationally for their programming. However, it seriously lacks mid-sized and small organizations that present new work by emerging and mid-career artists. Mid-sized and small nonprofits are key to a successful art community, as they foster artist careers, artistic dialog, and experimental practices.*

Over the last five years, Ignite/Arts Dallas has essentially filled and strengthened this "mid-sized" space in Dallas, fostering opportunities for experiential learning for SMU Meadows students and establishing new networks and professional growth opportunities for recent alumni and local and national artists.

Moving forward, I/AD plans to deepen its work on these fronts, expand into strategic place-based initiatives, and produce more original programs and projects with greater scale and impact.

I/AD's place-based focus includes the Pollock Gallery, now located on SMU's East Campus. The Pollock Gallery is accessible to the public, offers students an education on curating and managing a gallery, and supports key elements of Meadows' curriculum. The Gallery also serves as a classroom, studio and rehearsal space for students, writers and performance artists.

I/AD's second focus is the ACE House, which serves primarily as residential housing for SMU Meadows' Visiting Artists and Scholars and Dallas arts organizations. Through in-kind support from I/AD and whenever appropriate, ACE House serves as an informal gathering, socializing and networking hub for visitors and the local community of students and artists. I/AD's third place-based initiative focuses on specific communities with the intention of building relationships over sustained, consistent and longer-term timelines of mutual experimentation, learning, implementation and sustainability.

Furthermore, I/AD's integration deeper into the SMU Meadows curriculum is another vital step towards organizational development. The creation of minor and certificate-based programs around Arts & Community Engagement will complement current SMU Meadows offerings while creating classroom and practice-based opportunities to build career-enhancing skillsets for students and non-matriculated learners.

# ORGANIZATIONAL OBJECTIVES FOR THE NEXT 3 YEARS

With an established team of four and a steady rotation of student workers and project management support, I/AD can focus on continuing to develop an institutional marketing and communications plan as well as leveraging engagement opportunities to tell their story and why/how it matters.

- Deepen Programmatic Offerings and Place-Based Investments
- Deepen Organizational Leadership
- Expand Collaborative Network to Visual and Public Art Sectors
- Diversify Revenue Sources
- Build the Brand

# PROGRAMMING

The I/AD programmatic model – collaborations, partnerships, and stand-alone programming – seeks to establish a rhythm and body of work to enhance I/AD’s existing scope while expanding into place-based and larger-scale public initiatives.

## THE MEADOWS PRIZE

The Meadows Prize will continue to serve as an incubator of larger-scale works and scopes that introduce new approaches to arts and engagement in Dallas and beyond.

*As an endowed fund, the Meadows Prize enables I/AD to model the very principles it advocates for the field:*

- Greater risk-taking focused on innovation and positive social change
- New avenues of opportunity and participation for our students and individual artists
- A scale that reflects the local, regional and national landscape
- Solidification of new and effective methods of collaboration and partnership that yield longer-term, meaningful relationships
- Trust of SMU Meadows as an institution
- A commitment to longer-term investments that adapt to shifting circumstances

## EDUCATIONAL PROGRAMMING

I/AD will develop educational programming within the SMU Meadows School of the Arts curriculum in the form of certificate and/or minor-based academic offerings.

I/AD envisions academic programming that expands students’ professional networks, builds upon theory and best practices as they relate to public engagement, and is intrinsically interdisciplinary.

We also envision a certificate-based program to offer to non-matriculated students, lifelong learners, artists and cultural workers who want to strengthen their existing skill sets.

# PROGRAMMING

## PLACE-BASED PROGRAMMING

I/AD will continue to leverage the ACE House as an asset within the SMU Meadows community and for Dallas arts organizations as well as offer programming through the Pollock Gallery.

### THE ACE HOUSE

The ACE House was built in the early 1990s thru SMU Perkins School of Theology and was the result of an informal initiative driven by a handful of students, principally alumnus Chris Lake.

The 4-bedroom, 2-bath home is located in the Lower Greenville neighborhood in East Dallas. It now serves as a long-term housing alternative for SMU Meadows visiting artists and scholars and local arts groups. It provides a neighborhood experience for folks who are new to Dallas. The ACE House is another example of how Ignite/Arts Dallas has added value to our ecosystem on a practical level through the re-purposing of this University-owned residential space.

In the five years the Ignite/Arts Dallas has property managed the ACE House, it has saved over \$200,000 in potential related hotel and accommodations costs for the SMU Meadows community and local arts organizations.

### THE POLLOCK GALLERY

The Pollock Gallery plays a significant and valuable academic role in the University's learning environment. A university art gallery is by its nature a logical extension of the studio classroom, and as such, it provides a place for the thoughtful and scholarly presentation and consideration of present and past artists and art forms. It is historically the proper vehicle for the study and examination of art, providing the Division of Art an arena for making the connections critical to the educational process.

Over the years, exhibitions organized and curated by the gallery have provided students, faculty, staff and the general public with opportunities to experience a well-considered and wide array of works of art from different artists, time periods and cultures. This resource is shared with other academic institutions through the scholarly production of publications, gallery talks and symposia.

The Pollock Gallery, under the auspices of I/AD, will become an even more vital component of the Dallas cultural landscape. The gallery provides a space for critical engagement with art and pedagogy, bringing together historical scholarship, contemporary artistic practice and experimental methodology. The gallery is committed to producing exhibitions, events and scholarship in dialogue with the intellectual discourse generated by the faculty, students and general public to serve as an integral extension of SMU Meadows academic programs.

# PROGRAMMING

## CO-PRESENTING AND CO-PRODUCING

I/AD will continue co-presenting, co-producing and collaborating around emerging, devised and experimental works in Dallas and beyond.

Co-presenting and co-producing is essentially another intentional form of collaboration. Over the last five years, this part of the work – within the appropriate funding sources – focused on the performing arts. Over the next three years and into the future – I/AD will integrate this proven approach into the visual arts and other forms of media.

This important expansive shift will broaden I/AD's footprint both locally and nationally, while subsequently expanding its fundraising potential across both institutional and individual funders.

## PRODUCING MORE ORIGINAL PROGRAMMING

I/AD will develop and produce stand-alone programs, projects and productions in Dallas, and provide residency and commission support.

I/AD has thrived in supporting the work of artists – by offering valuable resources of time, space and money – who can visit Dallas, work here remotely, engage with students and advance their own development and research.

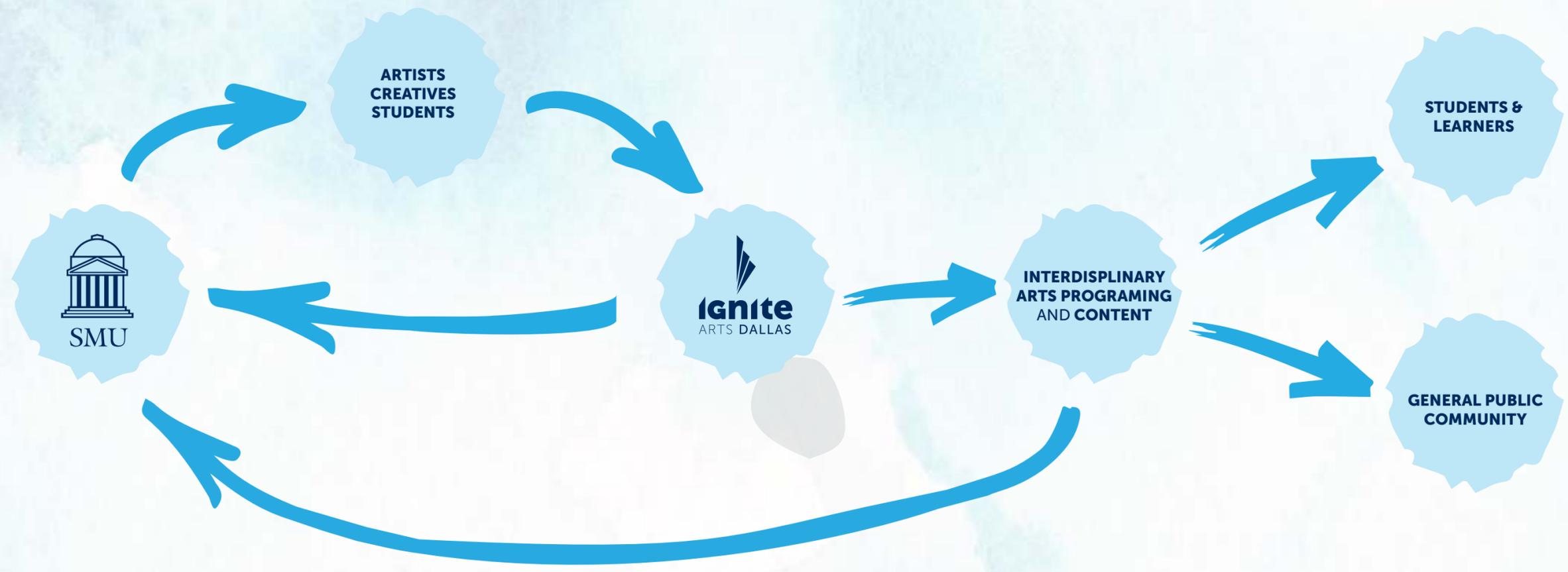
As a major research University, this component of our programmatic model is one of our strongest positions and we believe it is an important area of growth and investment over the next three years.

## ADVOCACY AND PARTNERSHIPS

When I/AD is not serving as a lead organization, it will take the opportunity to play a pivotal role in augmenting existing local and national efforts that are mission-aligned.

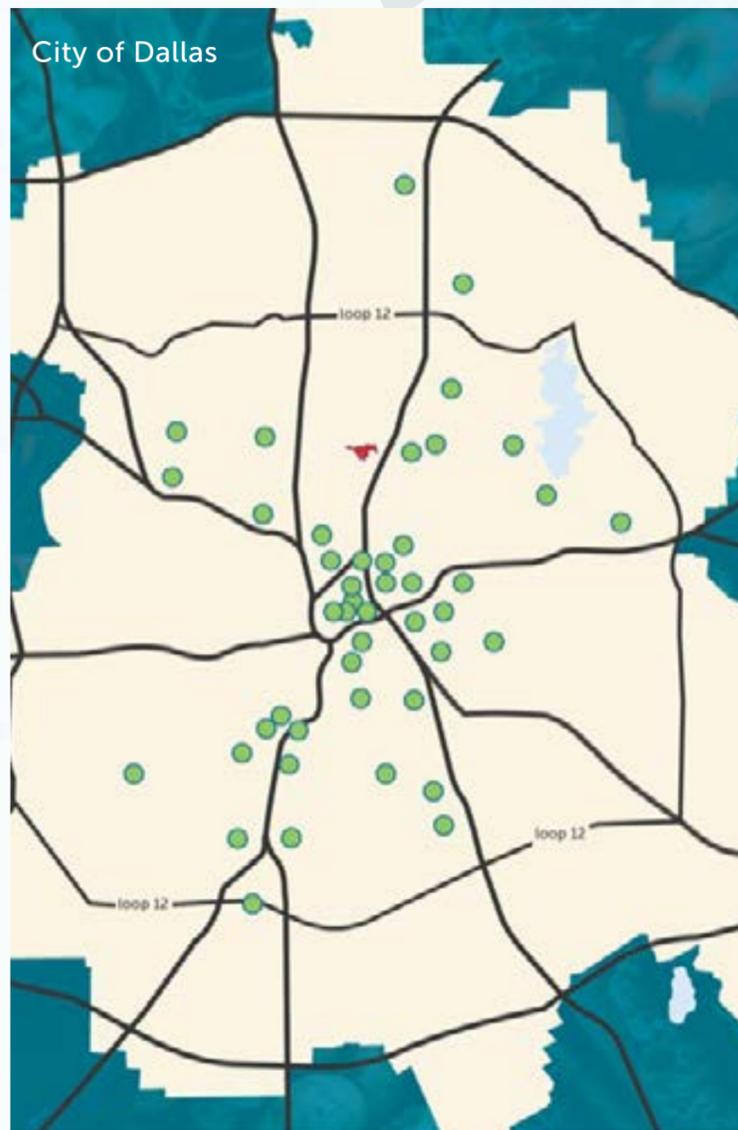
Advocacy and partnerships are another critical, yet ancillary activity within the initiative enabling I/AD to expand its working knowledge, networks and opportunities to augment and enhance existing and ongoing efforts. IAD plans on continuing to support research and knowledge development and sharing to advance larger goals related to its mission and vision.

# PROGRAMMATIC MODEL ILLUSTRATED



# OUR NETWORKS

Ignite/Arts Dallas has nurtured trust and consistency with its collaborative model in its first five years. These local and national collaborators illustrate the potential ways I/AD envisions its continued work while remaining thoughtful about its prospects for growth, sustainability and long-term impacts and an expanded core team.



## LOCAL COLLABORATORS

- Dallas Theater Center
- AT&T Performing Arts Center
- Dallas Public Library
- Nasher Sculpture Center
- The MAC
- Big Thought
- American Indian Heritage Day in Texas
- Latino Cultural Center
- Oak Cliff Cultural Center
- Texas Theater
- Paul Quinn College
- Ash Studios
- South Dallas Cultural Center
- Jubilee Park and Community Center
- bcWorkshop
- City of Dallas Park and Recreation
- Bachman Lake Together
- Literacy Instruction for Texas (LIFT) translation project
- Literacy Achieves AKA Vickery Meadow Learning Center
- University of Texas at Dallas
- UTD Central Trak Office of Cultural Affairs
- Campaign for the Fair Sentencing of Youth
- Dallas Truth, Racial Healing & Transformation
- Deep Vellum
- HR&A Associates
- Jason Hernandez
- The Imagining Freedom Institute
- Miles of Freedom
- The Pollock Gallery at SMU
- Sweet Pass Sculpture Park
- RISO BAR
- Unlocking Doors

## NATIONAL COLLABORATORS

- Arts Change Us
- Kennedy Center for the Performing Arts
- ASU Gammage
- Alternate Roots
- National Performance Network
- University of Texas at El Paso
- Rubin Center for the Visual Arts
- New England Foundation for the Arts
- Creative Capital Foundation
- CultureBank
- The Public Theater
- EMC Arts
- National Art Strategies
- Stanford-Institute for the Diversity of Arts
- Metropolitan Arts Fund - Atlanta
- Brave New Voices Council on Foundations
- Latinx Theater Commons
- BRIC
- The Center for Cultural Power
- Detroit Narrative Agency
- Firelight Media
- First Peoples Fund
- Intelligent Mischief
- Race Forward
- Surdna Foundation
- Yerba Buena Center for the Arts

# PROGRAMMING OUTLINE

The following is a three-year outline to provide a general scope of works.

## 2021–2022

### ACE HOUSE

- Cont'd SMU Meadows Housing Support
- Curb Appeal & External Upgrades
- Commission Renderings of a larger, expanded ACE House

### MEADOWS PRIZE

- CultureBank Ongoing
- Public Works Fellows Ongoing

### POLLOCK

- BFA Show
- MFA Show
- Faculty Show or Alumni Show
- Aurora REMOTE
- RISO BAR

### EDUCATIONAL PROGRAMMING

- Approve & Launch Arts, Creativity & Engagement (ACE) Minor

## 2022–2023

### ACE HOUSE

- Cont'd SMU Meadows Housing Support
- Cont'd Residencies
- Develop Capital Campaign

### MEADOWS PRIZE

- Announce New Prize in the Spring
- Ongoing Projects

### POLLOCK

- BFA Show
- MFA Show
- Faculty Show or Alumni Show
- Affordable Housing Installation

### CO-PRESENTING & DEVELOPMENT

- Co-present AFTER
- 1 – 2 Residencies

### EDUCATIONAL PROGRAMMING

- Introduce the First ACE Minor Cohort of 10 Students

## 2023–2024

### ACE HOUSE

- Cont'd SMU Meadows Housing Support
- Cont'd Residencies
- Launch Capital Campaign

### MEADOWS PRIZE

- Launch New Project
- Support Ongoing Projects

### POLLOCK

- BFA Show
- MFA Show
- Faculty Show or Alumni Show
- 1 – 3 Public Exhibitions

### CO-PRESENTING & DEVELOPMENT

- 1 Co-production
- 1 – 2 Residencies

### EDUCATIONAL PROGRAMMING

- Introduce the Second ACE Minor Cohort of 10 Students
- Approve & Launch a Certificate-based program on Arts, Design & Creative Engagement

# STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

## STRENGTHS

### LOCAL ARTS ECOSYSTEM KNOWLEDGE

- Ability to assess specific ecosystems that can lead to connecting people and organizations
- Understanding of the importance of shared and collaborative resources
- Leverage higher education setting in artistic practice and community development
- Strong local relationships with community leaders, city officials, artists, donors and arts organizations

### THE POLLOCK GALLERY

- Greater access to the public
- Space for programming
- Curatorial capacity

### PROJECT MANAGEMENT

- Capacity to host mid-size convenings and multiple programs
- Environmentally conscious
- Ability to promote most artistic disciplines (performance, visual, etc.)

### STAFF

- Accessibility to the Spanish-speaking community
- Women and minority perspective
- Established leadership
- Permission to operate differently than the university

## WEAKNESSES

### DEVELOPMENT CAPACITY

- Lack of research strategies
- Lack of renewable individual donor base

### STAFFING CAPACITY

- Lack of technical manager
- Lack of consistent marketing coordination
- Underuse of built-in University resources (i.e. social media) due to staffing capacity
- Young” team still establishing processes and protocols
- An unclear learning and technical assistance plan to support staff development
- Assumption of expertise
- Feel the need to do everything because our unique perspective allows us to see contextual gaps

### SPACE

- Underuse of the Pollock Gallery
- Lack of proper storage space

## OPPORTUNITIES

### PROGRAMMATIC CONTENT

- Offer bilingual projects and programming
- Create relevant content for distribution
- Create a culture of convening in our public space (Pollock Gallery)

### ARTIST SUPPORT

- Create and share platforms for with artists and organizations we have partnership agreements with
- Become the leading mid-size arts organization in the Dallas ecosystem
- Residencies (ACE House)
- Larger-scope curatorial projects

### PROFESSIONAL DEV FOR STAFF

## THREATS

### LOCAL AND NATIONAL CLIMATE

- COVID-19 forces shutdown of programming for the remainder of FY20 and likely beyond
- Funder priorities pivot – arts & culture deprioritized

### COMMUNITY

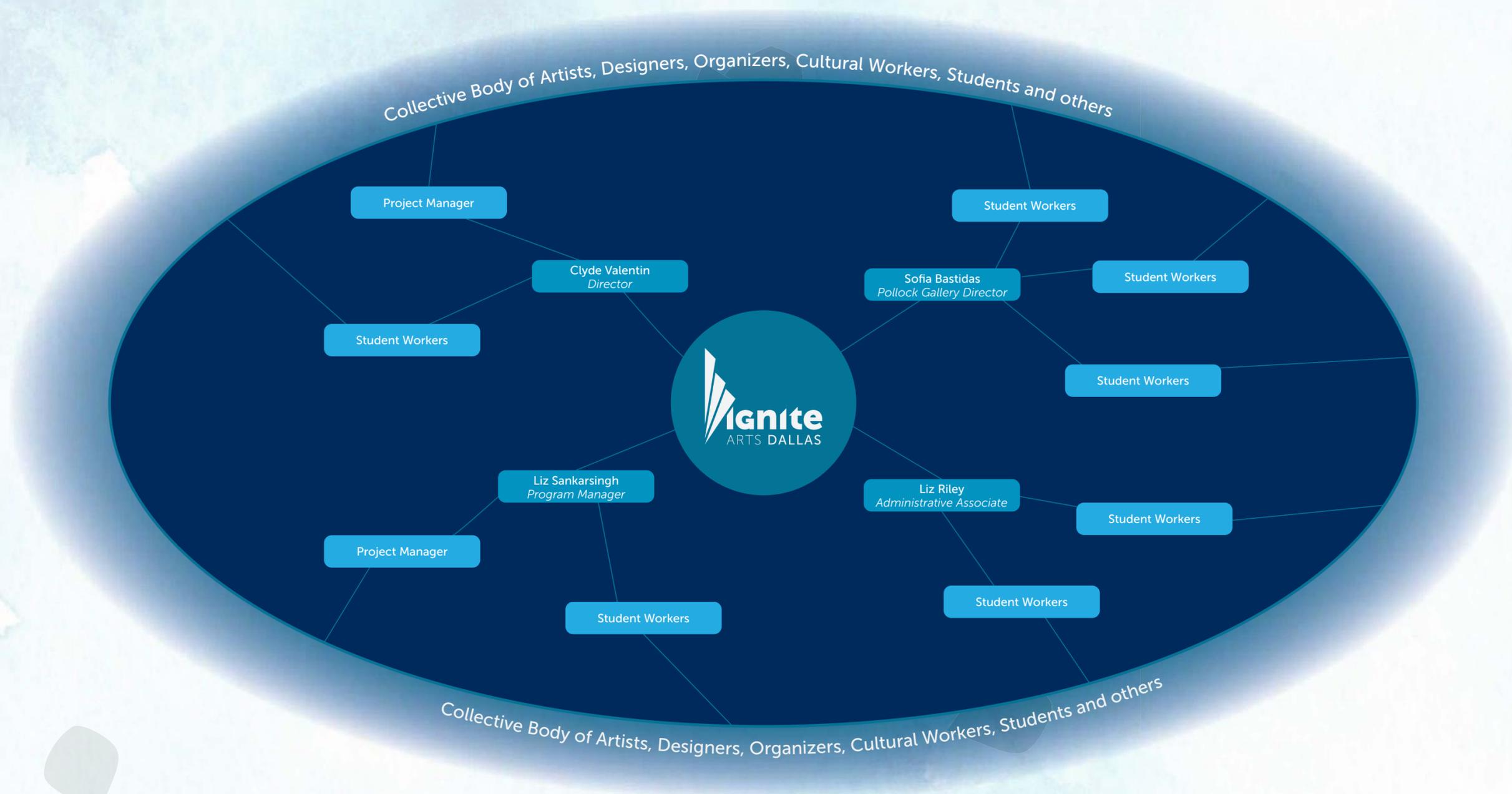
- Overstepping on other organizations’ missions
- Potential to make a grave mistake and burn established bridges

### RESEARCH AND DOCUMENTATION

- Inability to distribute content
- Lack of resource support for SMU Meadows and the field

# LEADERSHIP & CAPACITY

Considering the volatility caused by the COVID-19 pandemic and the real possibility that our current conditions of uncertainty will only continue for the next 24 – 36 months, the plan is no new hires for the next three years, and a reliance on a robust project-based support team and student workers such as the Public Works Fellows and the Pollock Gallery Work-Studies.



# MARKETING & BRANDING

Over the next several months and into the first year of this plan, I/AD will focus on building a strong brand across all vectors of distribution that will offer distinct value to the organization's programmatic assets, which in turn can lead to new opportunities. This emphasis on branding will strengthen the power of I/AD as an initiative by increasing partnership loyalty and translating the depth and scope of I/AD's work to potential donors and philanthropic organizations. A principle goal in this regard is to transfer the tangible aspects of the brand (logo, colors, location and people in the organization) to more intangible elements of the organization (brand profile, beliefs, values and working principles). In other words: What is I/AD's overall feeling?

A viable brand carries through to the people and organizations it collaborates with, so investing in a strong brand coupled with a cohesive marketing strategy creates a cohesive message. Some potential strategies and action items include the following:

## WEBSITE

In 2020, I/AD made strides to refresh the Ignite/Arts Dallas website. Programmatic initiatives, staff photos/bios and a donation link were added and protocols have been implemented to request timely update requests from Meadows Marketing. Moving forward, I/AD plans to refine the website with new content, blog integration and accessibility updates including Spanish translation.

## NEWSLETTERS/EMAIL/SOCIAL MEDIA

Establishing institutional awareness requires consistent communications with existing subscribers and the creation of organic content to expand our network of followers. I/AD will generate content as well as circulate resources such as grant opportunities for artists, space availability, job opportunities and items at the intersection of I/AD's mission, vision and values. We will also work to develop a cohesive and constant social media story feed and enable metrics and data analysis to understand our reach

## PROMOTIONAL CAMPAIGNS

I/AD will work to create long-term partnerships with businesses, organizations and artists by gathering data and narrative information, and leveraging cross-promotional opportunities

# FUNDRAISING STRATEGY

In FY20, I/AD received support from The George and Fay Young Foundation, marking its first unrestricted operational gift received from a local or national source. With the onset of COVID-19, funders have been pushed to reconsider how and to whom they distribute resources. Some, including The Andrew W. Mellon Foundation, have temporarily loosened funding criteria and acknowledged the importance of providing the fundamental operational support necessary to sustain organizational health. The Mellon Foundation invited grantees to submit a modification to convert their current grant agreements into general operating funds; I/AD pursued this opportunity within reason and in deference to those organizations less fortunate.

*Although programmatic support is necessary for the continued development of programs, residencies and initiatives, I/AD intends to prioritize seeking and securing general operating support from local and national sources and individual donors. Our plan will require:*

- Creation of a fundraising pyramid supported by a detailed budget (three-year projections);
- Immediate and continued support from Meadows Development and External Affairs in the areas of local and national foundation support, individual giving (cultivation, stewardship, prospect research and asks), grant recommendations and corporate sponsorship strategy;
- Immediate and continued support from Meadows Marketing in the areas of periodic website maintenance, social media resharing, and media and press recommendations;
- Establishment of earned revenue sources (ticketed events, serving as nonprofit consultants and leveraging non-monetary assets);
- Development and implementation of CRM (Salesforce or BBEC) to track audiences, communications and donor activity;
- Creative implementation of additional support staff.

## CURRENT SUPPORTERS



# FINANCIAL PROJECTIONS

Earned income is funds raised in support of external programming work for which I/AD is compensated. Grants accounted for include Mellon Foundation at the current commitment, a renewal from George & Fay Young Foundation, a renewal from Embrey Family Foundation and one new inaugural grant. Meadows Prize Endowment accounts for a 20% reduction in the Endowment. There is a 3% increase assumed in Salary and Fringe over the next 3 years and Fringe assumptions in general are figured as 32.5% of Salaries. Travel next Fiscal Year will be minimal and essential and there is an anticipated increase over the two following years. Outside Fees remain steady and there is an accounted 10% increase in Year 3 funding for projects and programs.

	<b>FY22 2021-2022</b>	<b>FY23 2022-2023</b>	<b>FY24 2023-2024</b>
<b>EARNED INCOME</b>			
Tickets/Box Office	2,500	7,500	10,000
Fees	15,000	25,000	25,000
Other Earned Income	1,000	1,500	1,500
<b>TOTAL EARNED INCOME</b>	<b>18,500</b>	<b>34,000</b>	<b>36,500</b>
<b>CONTRIBUTED INCOME</b>			
Corporate Contributions	10,000	10,000	15,000
Foundation Grants	250,000	300,000	350,000
Endowment Funds	110,000	120,000	120,000
Individual Contributions	15,000	25,000	40,000
SMU Meadows Faculty Funds	90,000	90,000	110,000
Fundraising Events	25,000	25,000	25,000
Public (NEA/NEH/TCA)	25,000		
<b>TOTAL CONTRIBUTED INCOME</b>	<b>515,000</b>	<b>595,000</b>	<b>685,000</b>
<b>TOTAL INCOME</b>	<b>533,500</b>	<b>629,000</b>	<b>721,500</b>
<b>EXPENSES</b>			
Salaries	272,950	281,139	331,146
Fringe & Benefits	88,709	91,370	107,622
Outside Professional Fees	100,000	110,000	150,000
Space Rental/Utilities	2,500	5,000	15,000
Equipment Rental/Supplies	7,500		10,000
Travel/Acommodations	15,000	25,000	50,000
Advertising/Mktg/Promotion	15,000	20,000	30,000
Other Expenses	1,500	2,500	2,500
<b>TOTAL EXPENSES</b>	<b>502,659</b>	<b>542,509</b>	<b>696,268</b>
<b>RESERVE/DEFICIT</b>	<b>30,841</b>	<b>86,491</b>	<b>25,232</b>

# CONCLUSION

In closing, we invite you to consider supporting us in one of three specific areas. Ignite/Arts Dallas is seeking multi-year commitments to support key programmatic areas:

## **EDUCATION & LEARNING**

Development and implementation of Arts, Creativity and Engagement (ACE) Minor

## **ARTISTIC DEVELOPMENT & RESIDENCIES**

ACE House renovations and resources

## **THE POLLOCK GALLERY**

Fellowships, lecture series, research, exhibitions and operations.

*Learn more from the accompanying one-sheets on each key programmatic investment area*