



**A R T S COUNCIL OF
P R I N C E T O N**

STRATEGIC PLAN 2011–2016

**The Arts Council of Princeton strives to affect positive change
and bring the arts into every aspect of community life.**

**To grow in strength and impact while preserving excellence, the
Arts Council of Princeton must evolve with a changing world.**

In October 2010, the Arts Council of Princeton's Board and Staff came together to address the challenge of making our organization more effective in delivering arts education, presentation and community programs while stabilizing and growing our operations. From October 2010 through May 2011, the visioning process was driven by a board task force, and informed by staff planning sessions and input from artists, instructors, students and the general public.

The Arts Council's five-year strategic plan presents the results of this visioning process. Our plan both honors the Arts Council's distinguished history and imagines its future. It builds on what we know, and asks us to deepen and intensify our practices. It demands that we advance to a constant state of innovation. The plan shapes our core values into a new model for community arts programming for the 21st century—one that ensures continuing excellence, relevance and impact for decades to come.

Mission: Building Community through the Arts

**The mission statement, Building Community through the Arts, was developed
with the belief that the arts and arts education:**

Are fundamental to a healthy society;

Directly impact academic achievement and improve literacy for school students;

Positively contribute to the quality of life for all area residents;

Contribute significantly to economic development;

Promote cross cultural understanding and appreciation.

The ACP fulfills its mission by presenting a wide range of arts and arts education programs including studio-based classes and workshops in the visual, performing and media arts, exhibitions, performances, and free community cultural events. Arts Council of Princeton programs are designed to be high-quality, engaging, affordable and accessible for the diverse population in the greater Princeton region. Creating art and learning from working artists and performers in intimate artistic encounters directly addresses the ACP's mission. Through these creative encounters, all people are encouraged to engage in the creative process.

The ACP, having successfully built its permanent home in the Paul Robeson Center for the Arts, has established a solid foundation of programming excellence. Utilizing the experience of operating the Robeson Center since its opening in June 2008, the ACP is well-positioned to advance its mission. This plan is designed to provide direction for programming and operational success through FY 2015/2016.

The ACP, in the advancement of its programmatic and organizational goals, will serve as a cultural “hub” for arts programming in the region. The ACP will strive to be model for excellence both locally and nationally. The ACP’s vision for the future focuses on the following key areas:

PROGRAMS:

We will continue to serve children and adults in our community through innovative, engaging and relevant arts education classes and workshops;

We will strive to constantly identify better ways to serve the underserved;

We will continue to expand exhibition and performing arts programs that enlighten the public and support local and regional working artists;

We will promote collaborations and partnerships and use them effectively to advance our mission and better serve the community;

We will recognize and encourage talent in our local community.

OPERATIONS:

We will maximize the use of our facility for programming and community activities;

We will recruit and retain sufficient staffing to address all programmatic, administrative, development, marketing, facilities and operational needs;

We will effectively improve marketing to make the ACP and its programs more visible and appreciated by all members of the community;

We will use technology improvements to increase organizational efficiency and improve communications.

FINANCES:

We will achieve and maintain operating stability;

We will build an adequate cash reserve fund;

We will be debt free;

We will build an endowment fund to address our ongoing and future operational needs.

FACILITIES:

We will create a plan for ongoing facilities maintenance and improvements;

We will create a facilities maintenance fund that is adequate for paying the expenses for ongoing maintenance, improvement and replacement costs for the Robeson Center;

We will assess our needs and plan for expansion to address additional space requirements based on programmatic and community needs.

The Arts Council of Princeton will continue to encourage creativity and participation in the arts. Within and beyond the walls of our Paul Robeson Center, the Arts Council will provide access to the arts for the diverse population of the greater Princeton region. The Arts Council will utilize the arts to promote cross cultural understanding and will constantly strive to transform lives through participation in the arts.