

# Strategic Plan



Arizona School for the Arts  
2020-2023

# Introduction

The Board of Directors annually reviews its strategic priorities. This year, the COVID-19 Pandemic and the increasing importance of addressing racial justice and equity concerns at ASA informed all discussions and proposed actions. These priorities in particular rose to the highest level of importance:

## Commitment to Equity

Recruit and Retain High Quality Faculty

Sustain High Quality Performing Arts

Foster the Phoenix Youth Arts Collective Goals

## Commitment to Equity

### Goal:

Provide an equitable learning and teaching environment that celebrates the diversity of our students, teachers, staff, and families by achieving the following commitments

### Action Steps:

- Implement trainings for Faculty, Staff, Board and School Leadership to promote equitable policies and practices.
- Engage outside evaluation of ASA policies, procedures, processes and recommend changes to make these more equitable.
- Create bilingual resources for all policies, procedures, communications, etc.
- Conduct a review of the academic and performing arts curriculum through the lenses of anti-racism and equity.
- Revise interview process for hiring faculty and staff to include questions related to ASA's commitments to equity.
- Create an equity statement to be added to the employee handbook.
- Create a transparent communication framework for all stakeholders about revised equity policies, trainings and action plans.
- Establish Honorary Student Board Member positions.

# Recruit and Retain High Quality Faculty

## Goals 2020-2023:

- Recruit, hire, and retain the highest quality of academic and arts faculty.
- Establish an equitable, sustainable, and aspirational pay scale for ASA teachers.
- Establish new opportunities for part-time faculty.

## Action Steps:

- Recruit a more diverse candidate pool for faculty, staff and administrative openings.
- Conduct a comparative study of faculty compensation.
- Create a new salary matrix for ASA faculty with the goal of closing the gap between ASA and competitors' pay scales.
- Analyze the role/effectiveness of stipends and develop a new framework.
- Research possibility of ASA teachers using campus classrooms for private teaching to allow for more opportunity to increase income and in accordance with the legal requirements for on campus after school use.
- Explore Health Insurance opportunities for part-time teachers including Group Health Insurance, routine wellness/care subsidies, Health Savings Plan, exploring co-ops with other groups such as PYAC.
- Engage the part-time arts teachers in community events on and around campus by seeking leadership opportunities and identifying desired areas of growth.
- Propose to Board of Directors for opportunities to offer more enhanced opportunities for part-time faculty.
- Explore organizations and institutions that align with our goals with whom to share personnel/shared contract.

# Ensure ASA's Long-Term Sustainability & Raise Visibility

## Goals 2020-2023:

- Build and execute community-focused fundraising, communication, and stewardship plans that grow ASA's capacity to raise annual funding to meet its education and artistic mission.
- Deepen collaboration and communication across all internal and external stakeholders, arts areas, and grade-levels for a stronger, more interconnected and equitable school community.
- Broaden ASA's unique position and role within the Phoenix metro area community as a leader in youth arts education.

## Action Steps:

- Build a solid foundation for PYAC Capital Campaign by focusing efforts on Board of Directors and Resource Development Committee on fund development (particularly annual fund, major donors, event corporate sponsorship).
- Reinforce a scalable (repeatable) major donor prospecting process; create innovative ways to engage with major donors during pandemic environment.
- Increased giving and increased percentage of family participation in Annual Fund giving as a result of appeal campaigns, newsletters, videos, and other communication pieces.
- Establish Parent Engagement and Fundraising Groups that supports the faculty and school administration and aligns with fund development objectives to enhance the ASA experience for all families and grow parent fundraising.
- Establish Alumni Association and Parent Alumni Association using the 25th Anniversary year (FY 20-21) as launchpad for engagement and fundraising.
- Develop community-engagement strategies and/or partnership events to build local audiences and elevate brand awareness of ASA.
- Expand ASA's annual signature special event over three to five years with an emphasis on increasing sponsorship support, introducing and cultivating major donors to ASA, and bringing the community together to support youth arts education.

# Foster the Phoenix Youth Arts Collective Goals

## **Goal:**

Create a vibrant, thriving hub, bringing together emerging and established arts organizations to share space and resources and provide diverse arts opportunities for all youth, especially under-resourced youth in our community.

## **Action Steps:**

- Hire an Administrative Leader to advance the work of the PYAC.
- Develop an organizational structure and membership.
- Survey current and potential members about desired programming and current needs.
- Create events to build alliances, professional development, training and celebrations.
- Create online visibility for PYAC.
- Establish actionable fundraising plans to meet the goals of PYAC using current contacts and increasing the network as membership grows.