



MSAC Strategic Plan Implementation Updates - June 2025

Strategic Plan Pillars and Goals:

Access: Bolster access to arts experiences and resources

Awareness: Amplify the stories of Maryland's arts sector and the value of public support

Connection: Foster networks within and beyond the arts sector

Equity: Cultivate a thriving arts ecosystem centered in equity

Leadership: Commit to a culture of care and innovation

[Click here](#) to view MSAC's current Strategic Plan

Administration

- Continued to improve onboarding procedures and training resources for new team members (Leadership)
- Targeted outreach within Commerce and to other State agencies, building relationships and collecting resources to share with constituents (Access, Awareness, Connection)

Communications

- Implemented procedure revisions raising the profile of MSAC resources (Access, Awareness)
- Expanded the use of documentation videos to highlight the work of grantees and awardees across programs; 10 videos released (Awareness)
- Revised social media posting format and strategy, leading to an increase in followers totalling 3.3K, a 102.9% increase on Instagram and 4,100% increase on Facebook (Access, Awareness)

Grants & Programs

- **Grants for Organizations:** Implemented year two of a five-year phase-in of the Equitable Funding Formula (Equity); Led a constituent-informed editing process to remove subjective influence on funding decisions (Equity, Leadership)
- **Creativity Grants:** Implemented new application options to better address and serve the needs of constituents (Access)
- **County Arts Development:** Fostered closer connection with county arts agencies by conducting site visits in lieu of written reports (Connection, Leadership)
- **Maryland Traditions:** Fostered closer connection with regional folklife centers by increasing number of site visits (Connection, Leadership)
- **Accessibility/Grant Procedures:** Revised procedures to accommodate alternative grant application formats - postal service mail, audio/video recording - as an accessibility accommodation (Access, Equity, Leadership)

- **Grant Procedures:** Revised grant guidelines template from a plain language perspective, now being utilized by all grant programs (Equity, Leadership)
- **Grant Procedures:** Added an additional panelist training aimed at mitigating bias in the review process, building connections between panelists, and increasing effectiveness of panelist scoring and discussions (Equity, Leadership)
- **Grant Procedures:** Synthesized data on application volume and award rates for public sharing and informing internal decisions such as budgeting (Equity, Leadership, Access)
- **Grant Procedures:** Analyzed distribution of grant funding across all counties and regions for transparency, to assess the effectiveness of equitable funding efforts, and to inform areas of improvement to underserved regions (Equity, Leadership, Access)
- **Grant Procedures:** Utilized new features of the grants management platform, SmartSimple, to improve constituent experience, create greater consistency between programs, and streamline backend procedures (Equity, Leadership)
- **Public Art Across Maryland Grants:** Increased site visits and personalized technical assistance to foster closer connection with artists and organizations across the state, resulting in increased geographic reach (Access, Connection, Equity, Leadership)
- **Maryland Public Art Initiative/MPAC:** Increased diversity of artists and procedural efficiency by utilizing the Maryland Public Artist Roster to select artists for state capital projects (Equity, Leadership)

Professional Development

- Implemented procedure revisions supporting clarity of purpose and data-driven decision-making in professional development offerings (Access, Connection)
- Focused on creative sector business development as a major content area (Access, Connection, Leadership)
- Continued to revise in-person office hours format to increase engagement (Access, Connection)
- Collaborated with the National Endowment for the Arts' Office of Accessibility to offer a webinar on the legal requirements and best practices on physical and programmatic accessibility for nonprofit organizations (Access, Equity, Leadership)
- Solidified and standardized virtual showcases for teaching and touring artist rosters to support artist employment (Awareness, Connection)

Other

- **Maryland Public Art Initiative/MPAC:** Nearly doubled the number of works in the State's collection by completing seven large-scale public art commission projects at five University campuses and one District Courthouse (Access, Leadership)
- **Maryland Public Art Initiative/MPAC:** Established a Committee on Collection Management to advise on collaborating with state agency partners towards the long-term care of the state's investment in public art (Connection, Leadership)
- **Arts Incubator Workgroup:** Provided staffing resources to produce a preliminary report that identified themes to explore how arts and cultural institutions can better support local artists (Access, Equity, Leadership)