

The cover features a vertical split design. The left half is white with thin, light blue wavy lines that flow from the bottom left towards the center. The right half is a solid teal color with thin, darker teal wavy lines that flow from the top right towards the center. The Ingenuity logo is in the top right, and the title is centered across the split.

ingenuity

Strategic Plan

FY 23 - 25

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Our Mission is to ensure that every student, in every grade, in every CPS school has access to the arts as part of a well-rounded education.

Our Vision is that the arts are inherently recognized, implemented, funded and valued as a vital component of education for all Chicago Public School students.

Our Values



Learning and Growth



Asset-based Thinking and Approach



Transparency



Human Dignity



Innovation and Creativity



Comfort with Discomfort



Holding Safe, Supportive, Brave Space



Quality over Quantity; Reflection

Introduction & Background

Since our founding in 2011, Ingenuity has served as the backbone for a city-wide vision to increase arts education access, quality, and equity in Chicago Public Schools (CPS).

Ingenuity accomplishes its missions within the context of a \$9.5 billion school district, 635 individual schools that currently serve 322,000 K-12 students. Our work impacts over 1,600 community arts educators and independent teaching artists, and 300 external arts organizations that provide arts programs in schools. We align the efforts of philanthropy, partners, the City of Chicago, and Chicago Public Schools to ensure that **every student, in every grade, in every CPS school has access to the arts as part of a well-rounded education.** We believe our mission can be accomplished.

Our Core Programs & Services

Collectively, our multi-pronged and interconnected services, programs, and strategies build and maintain hope and motivation across the sector to achieve our collective goal of arts education equity in CPS.

- **DATA & RESEARCH:** Ingenuity collects, analyzes, and reports arts education data to identify levers for change, and works with the sector to find and implement solutions to ensure equitable access to the arts in CPS. These data are shared through our online artlook®Map Chicago data-mapping platform and provide real-time insights on the access to, and quality of, arts programming. Our annual State of the Arts in CPS Progress Report serves as an annual benchmarking tool, paired with quarterly Data Snapshots that provide more nuanced data and actionable insights. Finally, our Creative Schools Roadmaps provide schools with customized assessment of their Creative Schools Certification (CSC) score, a five-point measure of schools' arts access, infrastructure, and instruction. Roadmaps identify schools' unique strengths and

growth opportunities while offering clear avenues and customized supports to help them improve.

- **PARTNERSHIPS & LEARNING:** We build public will, consensus, and commitment to the goal of arts education equity in CPS. Informed by Ingenuity's data and research, we engage and align arts education stakeholders with CPS schools, local organizations, and philanthropy to close the gap in CPS arts education. We match arts partners with CPS schools through data-informed strategies. Our learning events and initiatives build knowledge, skills, relationships, and networks to strengthen the sector's efforts to achieve arts education equity in CPS. We provide partners with personalized coaching and data-informed and research-based arts education best practices and resources.
- **ADVOCACY:** We support the development of policy goals and ways to achieve them. Advocacy is woven throughout all of our strategies and is primarily driven by our data insights. We champion arts education access and equity at local, state, and federal levels. We advocate for sustainable resources, collective coordination, and stronger policies that decrease barriers in arts education.
- **INVESTMENTS IN ARTS PROGRAMS FOR STUDENTS:** We align funding to support arts education equity in CPS. Since 2013, Ingenuity has provided almost \$18 million in grants to CPS schools through the Creative Schools Fund. Grant resources are driven by data insights and prioritize schools scoring lower on the Creative Schools Certification. Grants support teacher-designed arts learning experiences for students, teacher professional development in the arts, and improvements in arts infrastructure and resources in schools.

Our Impact

Our work has resulted in remarkable growth in arts education in Chicago Public Schools. Access to high-quality arts programming has risen 103% over nine years. Today, 70,000 more CPS students have consistent access to arts instruction annually; nearly 60% of CPS schools offer robust, impactful arts education to 65% of the student population; and a connected community of 300 arts organizations are realizing efficiencies and working together to impact students. As a result of our work over the last 9 years, CPS has experienced:

- 103% increase in schools rated strong or excelling in the arts (from 29% to 59%). This represents almost two-thirds (223,000) of CPS students.
- 18% improvement in average student to arts teacher ratios (from 347:1 to 285:1).
- 29% increase in CPS schools meeting the recommended 1 teacher: 350 student staffing ratio (from 51% to 66%).
- 50% increase in average district arts funding allocated per student (from \$344.85 to \$516.36 /student).
- 26% increase in CPS spending on arts education (investing an additional \$36.8M annually).
- 92% of CPS schools actively engage in Ingenuity's efforts.

Overview of This Strategic Plan

While we celebrate this progress, work still remains. One-third (117,000) of CPS students do not yet have robust access to arts courses, with the majority of these schools residing in high-need, low-income communities.

Ingenuity's existing programs and strategies are important building blocks for addressing this need, but our continued success depends on a healthy, robust, and coordinated arts education ecosystem of schools,

arts partners, funders, and others working together towards the same goal. This founding principle upon which we were born requires a refreshed commitment across the ecosystem, and is a reoccurring theme of our plan.

As a result, our plan articulates new opportunities and goals, outlines objectives, strategies and tactics, and identifies key moments for collaboration.

We've merged our internal Diversity, Equity, and Inclusion ([Equity Action Plan](#)) planning process with our organizational strategic planning process. Collectively, these two plans guide Ingenuity's strategic direction over the next 3 years.

The major strategic goals that will guide us for the next three years are:

1. Achieve Equity in Arts Access
2. Strengthen and Rebuild Arts Partnerships and Collaboration
3. Deepen and Evolve CSF Strategies and Investments
4. Advance the Identity, Awareness, and Value of Ingenuity & Arts Education
5. Strengthen and Sustain Ingenuity

This plan outlines challenges and tactical strategies, but more importantly, **it paints a vision for the future.** We endeavor to embody the principles of adaptive leadership by continually focusing people's attention on arts education, creating a sense of urgency, framing arts education opportunities and challenges, and strengthening the overall health and resilience of the sector, all in service of CPS students and schools.

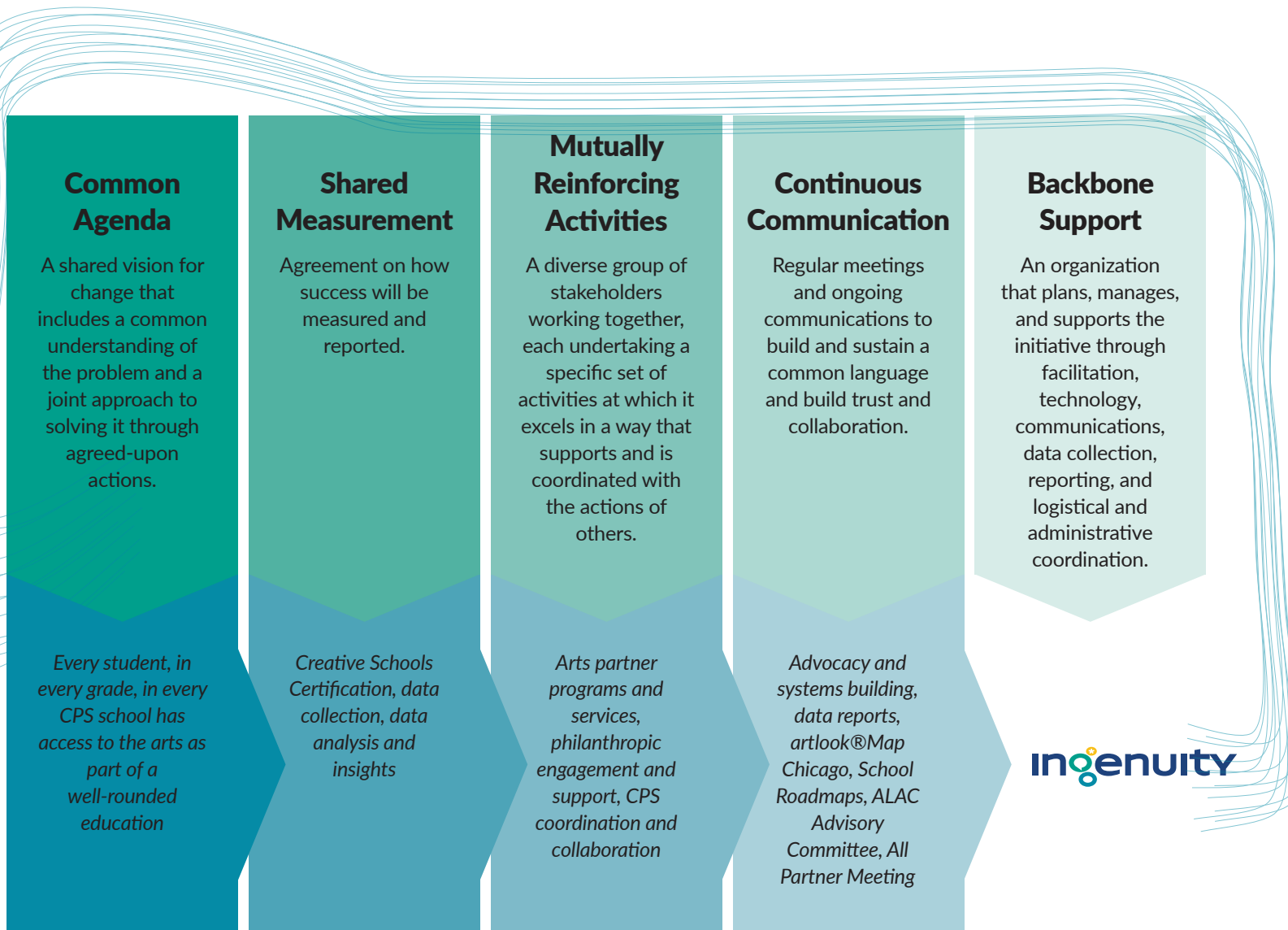


Collective impact through alignment:

Chicago's arts equity ecosystem consists of a number of distinct, yet linked, stakeholders who each play a critical role in driving arts education access for all CPS students. We work closely with these stakeholders and more to align and amplify sector efforts to advance arts education equity in Chicago Public Schools.

Our Approach

Ingenuity knows that the kind of large-scale change required to accomplish arts education equity in CPS can only come from strategic cross-sector coordination of Chicago's arts education ecosystem, rather than from isolated interventions of individual organizations. Ingenuity serves as the backbone organization for this Collective Impact approach. Our work is anchored in:



On the following pages, discover what our Collective Impact approach looks like in action.

Common Agenda

A Common Agenda is a shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions.

In 2008, the Wallace Foundation and RAND Corporation published **Revitalizing Arts Education Through Community-Wide Coordination** on the state of arts education, noting that Chicago's public schools remained weak in planning and provision of the arts. In response, more than 400 representatives from schools, arts organizations, CPS, and local funders participated in the **Chicago Arts Learning Initiative (CALI)**, which called for better coordination of resources to create sustainable access to the arts for Chicago children. CALI collectively defined the problem and created a shared vision to solve it. In 2011, Ingenuity was founded to champion this Common Agenda of arts education equity for every child, in every grade, in every school, and continues to do so today.

Shared Measurement

Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable. Ingenuity supports the collection, sharing, and use of data to promote accountability, learning, and improvement. We collect, analyze, and report CPS arts education data to identify levers for change and work with the sector to find and implement solutions to ensure equitable access to the arts in CPS. In 2013, the **Creative Schools Certification (CSC)** was created to define shared measures of schools' arts access, infrastructure, and instruction. The Creative Schools Certification is part of the **CPS School Report Card**, providing the sector with data on the state of the arts at individual schools.

Ingenuity also collects data on the vast tapestry of arts education partner organizations working in and with CPS, including information on partnerships, program offerings, reach, and how Black, Indigenous, and People of Color (BIPOC) are represented in their leadership

structures, teaching artist staff, organizational mission, and programming.

Collectively, these data inform, prioritize and fuel our sector-wide strategies in service of achieving the Common Agenda.

Mutually Reinforcing Activities

Mutually Reinforcing Activities integrate the many different activities of arts education stakeholders to maximize the end result. Ingenuity does not prescribe how each arts education stakeholder should work; each is free to chart its own course consistent with the Common Agenda, and informed by the shared measurement of results.

Ingenuity weaves individual organizations' goals together, builds public will and consensus, and deepens the sector's shared commitment to the goal of arts education equity in CPS.

Informed by Ingenuity's data and research, we engage and align arts education stakeholders with CPS schools, local organizations, and philanthropy. We **match arts partners with CPS schools** through data-informed strategies. Our **learning events and initiatives** build knowledge, skills, relationships, and networks to strengthen the sector's efforts to achieve arts education equity in CPS. We provide partners with **personalized coaching and data-informed and research-based arts education best practices and resources**.

Ingenuity also aligns funding to support arts education equity in CPS. Since 2013, Ingenuity has provided over \$18 million in grants to CPS schools through the **Creative Schools Fund**. Grant resources are driven by data insights and prioritize schools scoring lower on the Creative Schools Certification. Grants support teacher-designed arts learning experiences for students, teacher professional development in the arts, and improvements in arts infrastructure and resources in schools.

Ultimately, Ingenuity creates, designs, and coordinates programs and services to help the arts education sector more effectively and equitably align their unique arts programs, practices, and investments.

Continuous Communication

Consistent and open communication is needed across stakeholder groups to build trust, strengthen relationships, assure mutual objectives, and create common motivation.

Communications, advocacy, and systems-building are woven throughout all of Ingenuity's data-driven strategies and insights. We champion arts education access and equity at local, state, and federal levels. We advocate for sustainable resources, collective coordination, and stronger policies that decrease barriers to arts education.

Data collected through our Shared Measurement systems are communicated through our online [artlook@Chicago](#) data-mapping platform and provide real-time insights on the access to, and quality of, arts programming. Our annual [State of the Arts in CPS Progress Report](#) serves as an annual benchmarking tool, paired with quarterly [Data Snapshots](#) that provide more nuanced data and actionable insights. Finally, our [Creative Schools Roadmaps](#) provide schools with customized assessment of their Creative Schools Certification score. Roadmaps identify schools' unique strengths and growth opportunities while offering clear avenues and customized supports to help them improve.

In addition to Creative Schools Certification data, we collect regular feedback from our stakeholders through surveys, virtual and in-person communications, user-testing, focus groups, community panel discussions, and social media engagement. Feedback is shared and addressed internally and externally to ensure we continuously enhance the ways Ingenuity serves and connects Chicago's arts education sector through all facets of our programs, services, and strategies.

Our ArtsEd Leadership Advisory Committee ([ALAC](#)) also serves as a key vehicle for collecting input and feedback. Annually, 15-20 ALAC members representing arts partner organizations, CPS teachers and principals, and funders, work together to implement solutions towards the goal of arts education equity and access.

ALAC provides Ingenuity with direct feedback, input, and guidance on implementing key arts education equity initiatives including Ingenuity programs, sector needs and services, research, events, and publications.

Furthermore, events like Ingenuity's annual All Partner Meeting bring the sector together to recommit to the shared agenda and re-align on our shared goals.

Backbone Support

Creating and managing Collective Impact initiatives requires dedicated staff with specific skills to coordinate stakeholders. Ingenuity provides the infrastructure for successful collaboration and effective decision-making between CPS administration, schools, arts organizations, arts educators, philanthropy, and others. Prior to Ingenuity, this kind of vital coordination did not exist.

Ingenuity powers the vision and strategy for achieving arts education equity in CPS. We work to ensure alignment of existing activities and new opportunities in service of our Common Agenda. We support the collection and use of data to promote accountability, learning, and improvement. We support the development of policy goals and identify ways to achieve them. Importantly, we also help to align sufficient funding to support the shared vision of arts education equity in CPS.

Our goal is to drive Chicago's arts education sector to make strategic and effective decisions that improve school Certification scores, ultimately – and most importantly – impacting CPS students with increased arts access, quality and equity.

On the following pages, find out how our Collective Impact approach is woven throughout our strategic plan actions and goals.



Goal 1:

Achieve Equity in Arts Education

Access to high-quality arts programming has risen 103% over nine years (From 29% to 59%), with almost two-thirds (223,000) of CPS students attending a school that is considered Strong or Excelling in the arts. This growth is also reflected by a 29% increase in CPS schools meeting the recommended 1 teacher:350 students staffing ratio (from 51% to 61%).

However, arts staffing levels fell from 84% in SY19-20 to 80% in SY20-21, and is the key driver of decreases in minutes of instruction and percent access, particularly in elementary schools. This impacts approximately one-third (117,000) of CPS students, the majority of these schools residing in high-need, low-income communities. Bottom line: for a school to be Excelling in the arts, adequate staffing is required.

Teachers are the anchors for building robust art programs and creating strong arts partnerships in schools. Each year, at least 250 *additional* arts instructors are needed to fully meet the **2012 Arts Education Plan** benchmark of one arts teacher for every 350 students in a school.

The district, and the State of Illinois, are not producing enough arts teachers to meet current needs. There is little coordination across the state to build a strong pipeline, with multiple pathways, for arts teachers.

Our Vision:

- ▶ **There is a pool of qualified educators** to meet and sustain the 2012 Arts Education Plan benchmark of one arts teacher for every 350 students in a school.
- ▶ **There are multiple pathways in place** to address teacher shortages in high-need schools, including Residency, Alternative, and Traditional certification pathways alongside higher education partners.
- ▶ **Programs for arts teacher** preparation, recruitment, wraparound supports, and retention are in place and sustainably structured and funded.
- ▶ **Schools have start-up funding**, especially small elementary schools hiring their first arts teacher after years of dormancy.
- ▶ **New arts teachers have dedicated supports and access** to arts supplies and equipment necessary for authentic and high-quality arts learning.
- ▶ **New arts-positive policies** via the Board of Education and in the Illinois General Assembly have been established to increase access, quality, and equity in arts education programs throughout the district and the state.
- ▶ **Arts education stakeholders demonstrate increased capacity** in using data to drive decision-making and program improvements.
- ▶ **Arts Liaisons are provided an appropriate annual stipend** for their critical work coordinating, planning, and championing arts in their school, and for completing the annual Creative Schools Certification Survey via artlookMap®Chicago.

Goal 1:

Achieve Equity in Arts Education

Strategies:

1.1 Build and fortify the arts teacher pipeline

- Convene and inspire public and private partners to establish and execute mutually reinforcing strategies to increase numbers of arts teachers qualified for hire. This includes convening existing arts teachers certification programs in higher education institutions to build stronger pathways into CPS and ensuring alignment to CPS' instructional vision.
- Support CPS in tracking hiring and staffing data to inform pipeline fortification strategies and needs.
- Elevate the research-backed and data-informed case for arts education staffing in CPS.

1.2 Support arts teacher hiring and retention

- Ensure users understand how to use the artlook® Suite.
- Continue to leverage data to identify barriers to staffing goals.
- Convene and inspire public and private partners to establish and execute mutually reinforcing strategies to support arts teacher hiring and retention.
- Generate creative incentives for schools that fully staff the arts.
- Collaborate with CPS to ensure new teacher supports are supplemented by philanthropic funding for capital, professional learning, and partnership needs.
- Through the Creative Schools Fund, provide schools larger, more targeted incentives and supports to increase alignment and sustainability of the arts.
- Elevate the role, stature, and influence of the Arts Liaison and provide an annual stipend for their critical work.

1.3 Advance arts education policy

- Report on and publish data on staffing.
- Include the arts in the district's school accountability system and On Track metrics, paralleling state Every Student Succeeds Act (ESSA) policy.
- Leverage Ingenuity's State of the Arts data to engage stakeholders in developing plans that enhance, increase, and sustain access and equity to quality arts programs and initiatives in schools.
- Produce analyses including both qualitative and quantitative data from the artlook® Suite.

Goal 2:

Strengthen and Rebuild Arts Partnerships and Collaborations

For many years, arts organizations from Chicago's vibrant artistic and cultural community have been partnering with CPS schools to provide innovative, sustainable arts programming. Large cultural institutions, traveling performance organizations, independent teaching artists, and other types of arts partners help create diverse opportunities for tailored, culturally-responsive, hands-on arts learning in CPS schools. These partnerships augment existing classroom learning experiences, deepen connections between schools and communities, and enhance arts education in schools.

However, the starkest reflection of the disruption to in-person instruction in March of SY19–20 is seen in the steep drop-off in the number of partner organizations working in CPS. Where 559 organizations were reported as partnering with CPS schools in SY18–19 (a fairly typical number for pre-pandemic reports), the count of partner organizations reported working in CPS dropped to 437 in SY19–20 and 295 in SY20–21, a 47% drop over the past three years.

Ingenuity sees a clear pattern in our data: partners that served more schools were significantly more likely to still have partnerships in SY20–21. Only 24% of arts organizations that served 1 school in SY18–19 still remained active in SY20–21. All organizations that served more than 30 schools in SY18–19 also had partnerships in SY20–21. From this, we conclude that smaller organizations and individual teaching artists serving 1–2 schools prior to the pandemic were disproportionately impacted. A multi-tiered, long-term strategy is needed to rebuild capacity in small arts organizations so they may once again provide programming to CPS schools.

Our Vision:

- ▶ **Arts partnerships in schools have returned to pre-pandemic numbers.**
- ▶ **Smaller arts organizations and teaching artists** that were most impacted in the pandemic have access to customized partnership assistance and resources to support their growth and renewal.
- ▶ **Barriers to CPS vendorship have been** reduced and alleviated; arts organizations are able to effectively and efficiently secure and maintain their vendor status.
- ▶ **Arts partnerships are valued, supported, and centered** as a key component of a student's well-rounded arts education.
- ▶ **School partnerships are initiated via artlook@Map Chicago;** arts partners and schools have re-adopted artlook@Map Chicago as the single-source for partnership connection needs.
- ▶ **Growth, ongoing learning, and a commitment to high quality and culturally-responsive student programming** is an essential priority for arts partners and schools.
- ▶ **The needs of schools and students** are better understood by arts partner organizations and the sector.
- ▶ **There is improved alignment** of partnership efforts.
- ▶ **Greater technical ease, expertise, management and administrative capacity** for working in CPS is reported by arts organizations.
- ▶ **Improvement in program performance and effectiveness** is reported by arts organizations and schools.

Goal 2:

Strengthen and Rebuild Arts Partnerships and Collaborations

Strategies:

2.1 Rebuild and fortify arts partnerships and connections in CPS

- Host strategic partner events and opportunities for schools and arts organizations to connect and rebuild relationships.
- Collaborate with CPS Procurement and the CPS Department of Arts Education to streamline vendor protocols and policies (vendor number, attestation, background checks, etc.).
- Regularly convene stakeholders to highlight Ingenuity's data and collectively build mutually reinforcing strategies for the year, including at the annual All Partner Meeting.

2.2 Advance understanding of the arts partner landscape, reach, and impact through data collection and analysis

- Support arts partners and Arts Liaisons in completing and maximizing their artlook®Map Chicago profiles to drive data understanding, and understand gaps and opportunities.
- Develop new, responsive analyses about arts partnerships and the arts partner community.

2.3 Improve arts partners' access to - and work within - CPS

- Provide tailored supports for small and BIPOC arts organizations.
- Provide arts partners with supports and technical assistance on navigating available resources and opportunities.
- Ensure visibility for Creative Schools Fund evolves to ensure transparency, engagement, and demonstrate shifts in support of partner needs.

- In consultation with arts partners, launch a matching feature on artlook®Map Chicago to streamline and support connection making.
- Provide supports for teaching artists to increase knowledge of opportunities for additional work and teacher certification within CPS, including stipends for learning programs.

2.4 Revitalize Chicago's arts education sector through adult development and learning programs

- Develop and release an annual Partnerships and Learning Survey to determine arts partners learning needs and opportunities.
- Develop and release new courses via the **Ingenuity Virtual Learning (IVL) platform**.
- Increase arts partners' and teaching artists' skills in creating and delivering virtual learning.
- Develop and release new **learning Institutes** focused on healing strategies rooted in the arts.
- Build upon and widely share Ingenuity's learning materials, online resource library, videos, and **Arts Partners Standards of Practice**.

Goal 3:

Deepen and Evolve Creative Schools Fund Strategies and Investments

The Creative Schools Fund evolved its strategies substantially over the last two years, responding to changes in the arts and education landscapes, as well as feedback from constituents and grantees. Beginning in 2020, CSF strategies transitioned to fulfill specific goals: 1) alignment to the **Creative Schools Certification Rubric** and, 2) sustainability through larger grant sizes and expanded implementation timelines.

Creative Schools Certification scores show that approximately one-third of CPS schools have struggled to provide arts access over time. While smaller grants may have resulted in more arts positive decisions among the “low hanging fruit” of those schools that have now reached Strong and Excelling status, the final third of schools (117,000 students) will need larger, more targeted incentives to make the same progress as their peers.

Schools and their partners are limited in their ability to look farther ahead as they consider priorities for their partnerships. With industry disruption through the pandemic, the arts ecosystem has been further destabilized, and arts organization’s business models have been challenged. Additionally, CPS budget cycles and annual goal setting do not always allow for longer term planning.

Our Vision:

- ▶ **Multiple years of support for** arts partnership grants are provided to schools, and at higher funding levels, which result in increased student outcomes and greater organizational sustainability.
- ▶ **A scope and sequence for partnerships over multiple years is established in CSF;** arts partnership programs are highly customized to meet individual school’s goals, assets, and needs.
- ▶ **CSF grant application process is simple and accessible;** automated data retrieval minimizes the application burden on teachers.
- ▶ **Grant reporting expectations** and automated grants renewal processes are minimized.
- ▶ **There is greater stability, recognition, and support** for CPS arts teachers and arts liaisons.
- ▶ **There is an increase of equity within the arts partner landscape;** nonprofit arts organizations that participate in artlook@Map and that are BIPOC led are prioritized.
- ▶ **Teaching artist pay improves;** there are more equitable employment practices and support structures for teaching artists by their hiring organizations.
- ▶ **Stability for teaching artists** increases through CSF.
- ▶ **There is improved alignment of** partnership efforts.

Goal 3:

Deepen and Evolve Creative Schools Fund Strategies and Investments

Strategies:

3.1 Deepen impact through data-driven strategy and decision-making

- Integrate CSF data functions with the Ingenuity data team to ensure alignment, efficiency, and a more comprehensive picture of school access and quality.
- Accelerate and deepen the impact of Ingenuity strategies through the Creative Schools Fund to ensure arts education staffing.
- Establish a multi-year, data-driven granting strategy to ensure CSF funds are maximized towards Creative Schools Certification alignment and arts sustainability.
- Identify grant strategies that will align to annual allocation increases and sustain arts access for students.

3.2 Increase CSF revenue and grantmaking

- In keeping with board direction, increase Ingenuity's contribution to CSF revenue from \$500,000 annually to \$1M annually.
- Integrate fundraising tasks into the CSF staffing role.
- Increase alignment and cohesion between donor interests and investments, and CSF grantees.
- Define avenues for donor engagement in schools.

3.3 Drive shifts in the composition of CSF-funded arts partnerships

- Evolve CSF partner positioning to more explicitly reflect Ingenuity's goals to support small, nonprofit, and BIPOC partners.
- Ensure visibility for Creative Schools Fund changes to ensure transparency, engagement, and demonstrate shifts in support of partner needs.

Goal 4:

Advance the Identity, Awareness, and Value of Ingenuity and Arts Education

Chicago's arts education landscape has changed dramatically over the last two years. There are several signals that it is time to reassess how Ingenuity could best carry our work forward, including uneven improvements in key arts education access measures, decreasing partnership data, new CPS leadership, and an overall slowdown in collaborative momentum around our Common Agenda of arts education access and equity in CPS.

Ingenuity's role as the backbone support organization for Chicago's arts education collective impact initiative will need to be revitalized and refreshed in order to ignite a new sense of urgency and a call to action amongst arts education stakeholders.

Our Vision:

- ▶ **There is a sector-wide recommitment** to the Common Agenda of arts education equity in Chicago Public Schools.
- ▶ **Ingenuity has established a culture of openness, transparency, and inclusion** throughout the arts education sector.
- ▶ **Stakeholders understand how their unique strategies contribute** to the Common Agenda and are coordinated and engaged in sector-wide efforts.
- ▶ **There is an increase in media coverage on arts education** in Chicago; there is an increased awareness of the the importance of arts education.
- ▶ **All stakeholders, especially civic and policy leaders, are equipped** with key messages on the importance of arts education in schools.
- ▶ **Stakeholders champion the collective** arts education strategy with the broader community.
- ▶ **Stakeholders communicate and coordinate** efforts regularly (with and independently of Ingenuity staff).
- ▶ **Stakeholders' individual activities are changing** to better align with the Common Agenda.
- ▶ **Ingenuity is engaged** in communications structures and processes to collaborate with all stakeholders, keeping them informed, engaged, aligned, and inspired.

Goal 4:

Advance the Identity, Awareness, and Value of Ingenuity and Arts Education

Strategies:

4.1 Introduce and reconnect with the sector on Ingenuity's role, value, and focus

- Develop and shift Ingenuity's narrative to center the sector's tangible outcomes and impact, and create a strong value proposition for arts education in Chicago, and for Ingenuity's mission and work.
- Unify organizational collateral through design (SOTA, presentation decks, Data Snapshots, newsletters, fundraising events, etc.).
- Define and build a framework for an Ingenuity's communications plan.
- Reestablish and reposition Ingenuity as the sector's premier arts education data, learning, and development source.
- Reestablish and reposition artlook®Map Chicago as the sector's go-to-hub for all arts education program information.
- Develop and release an Annual Report to highlight progress on the Collective Agenda, Ingenuity's mission and impact, and impact, provide transparent financials/accountability, thank board and supporters, and inspire/make a case for donating to the organization.

4.2 Engage in strategic loud advocacy to raise awareness of Ingenuity and arts education

- Broaden awareness of Ingenuity by securing speaking engagements for Ingenuity staff, board, and stakeholders at prominent city events, private clubs, associations, employee affinity groups, etc.; and inviting contacts to attend Ingenuity events.
- Pursue and establish relationships with media and reporters.

- Regularly convene stakeholders to highlight arts education data and strategies for the year.
- Develop more frequent press releases and public-facing opportunities to elevate the importance and value of arts education.
- Elevate the research-backed and data-informed case for arts education.
- Publicly share and engage stakeholders in Ingenuity's data and learnings using multiple communications channels.

4.3 Engage in strategic quiet advocacy to raise awareness of Ingenuity and arts education

- Elevate Ingenuity and make high level intros at the City and with political influencers in Chicago.
- Ensure CPS leadership understands Ingenuity's role, value, and goals; provide CPS leaders with data and talking points on CPS arts education to ensure message alignment.
- Arts and cultural leaders understand Ingenuity's role, value, and goals; provide leaders with data and talking points on CPS arts education to ensure message alignment.
- Ensure Alderpeople understand Ingenuity's role, value, and goals; provide the Alders with data and talking points on CPS arts education in their Wards to ensure message alignment.
- Ensure CPS Board of Education members understand Ingenuity's role, value, and goals; provide the Board with data and talking points on CPS arts education to ensure message alignment.

Goal 5: Strengthen and Sustain Ingenuity

To support our mission, Ingenuity must operate with high levels of efficiency and effectiveness. This success begins with effective leadership and a strong Ingenuity board of directors. Together, we work to sustain the organization over the long-term, including financial oversight, leadership succession planning, adapting changing needs, and strategic planning.

Today, nonprofit organizations are challenged with the reality of operating during difficult economic times impacting program services, fund development, recruitment of staff and overall program operations. It is essential that staff and board are engaged as partners in this collaborative effort to ensure operational excellence and fiscal sustainability.

Our Vision:

- ▶ **Overall philanthropic funding for** arts education has increased.
- ▶ **Overall public funding for** arts education has increased.
- ▶ **A sector-wide analysis of** short-term and long-term arts education funding needs is developed and shared; shifts in funding are implemented to address needs across the sector.
- ▶ **Ingenuity's programmatic, budgetary, operational, and staffing capacity** can fully support the arts education sector's needs in service of the Common Agenda.
- ▶ **Ingenuity serves as thought leaders/standard bearers** for arts education in Chicago.
- ▶ **The achievements of arts education stakeholders are widely celebrated and disseminated**, internally and externally.
- ▶ **Partners look to Ingenuity** for support, strategic guidance, and leadership.

Goal 5:

Strengthen and Sustain Ingenuity

Strategies:

5.1 Create integrated systems and consistent processes for Ingenuity operations

- Create a system and consistent process for saving and naming conventions of Ingenuity documents and resources.
- Develop new processes for managing and ordering inventory and supplies and reporting on a monthly basis.
- Manage and maintain key organizational moments, meetings, events, and reports through an organization-wide calendar.
- Learn and leverage the full capacities of DonorPerfect, Give Cloud, and Front Stream development platforms.
- Develop and launch a system for incentivizing artlook®Map Chicago profile completion for schools and partners.
- Manage annual appeal to schools, teaching artists, and arts partner organizations for collateral materials (photos, videos, etc.) to elevate the sector's work.

5.2 Grow Ingenuity's base of support by diversifying individual and institutional donors and prospects

- Host an annual fundraising event.
- Host 1-2 mini-events ("friend-raisers") to reintroduce Ingenuity, build relationships, and communicate to donors.
- Develop and release an Annual Report to highlight progress on the Collective Agenda, Ingenuity's mission and impact, and impact, provide transparent financials/accountability, thank board and supporters, and inspire/make a case for donating to the organization.

- Launch an annual appeal, and develop a plan for approaching and soliciting board members to collect annual gifts.
- Continue high-touch approach for current major gift donors and prospects.
- Send quarterly development communications to donors and prospects that highlight Ingenuity's ongoing work and opportunities for investment.
- Move from reactive cultivation to proactive donor retention strategies.
- Identify new donors and prospects (individual and institutional) to build Ingenuity's pipeline of donors, particularly those who are capable of making significant investments in Ingenuity's collective impact mission, work, and approach.

5.3 Invest in Board development to support meeting fundraising strategies and goals

- Develop a cohesive system for board meeting preparation.
- Build staff relationships with the board and cultivate their ongoing engagement in Ingenuity's work.
- Broaden awareness of Ingenuity by securing speaking engagements for Ingenuity staff, board, and stakeholders at prominent city events, private clubs, associations, employee affinity groups, etc.; invite contacts to attend Ingenuity events.

Monitoring and Evaluation

Ingenuity has an acute understanding that change is constant, opportunities are continuously revealed, and that challenges are serious and evolving. As such, we believe that strategic plans should be revisited often and adjusted as new challenges and opportunities arise. This is especially important in a system as large, complex, and dynamic as CPS.

The Ingenuity staff will meet quarterly to reflect, share, monitor progress and outcomes, and make adjustments as appropriate to continue forward momentum towards our goals.

The Ingenuity board will also be regularly briefed on the status of the plan including what has been accomplished and implemented, what is outstanding, and what challenges exist.

Above all, Ingenuity will foster continuous dialogue reflection, learning, and transparency on our strategic direction, progress, and impact - internally and externally.

Acknowledgements

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Ingenuity remains grateful to the following partners for their generous investment in our work:

Julie Adrianopoli
 JC Aevaliotis
 Shardea Ages
 Karim Ahamed*
 Azar Alexander
 James L. Alexander; Curtis D. Drayer
 Allstate
 Michael Alter
 Robert Altman
 AmazonSmile Foundation
 Courtney Andrews
 Elsa Andrianifahanana
 Heather Anichini
 Anonymous Donor (6)
 Anonymous Fund at The Boston Foundation
 Lucy and Peter Ascoli
 Daniel Axelrod
 Lesli Babbs and Larry Krantz
 Donald Bailey
 Frank Baiocchi**
 Susanne Baker
 Katherine Baldwin
 Marilyn and Brit Bartter
 Andrew Bateman
 James Batteast
 Carol Bernick
 Bloomberg Philanthropies
 The Bloomfield/Graettinger Family Fund
 Blue Cross and Blue Shield of Illinois
 BMO Harris Bank
 BNY Mellon Wealth Management
 William Boor
 Ray Boyer
 Bridget Brennan
 Brodsky Family Foundation
 Euler Bropleh*
 Suzette Bross Bulley
 Anna and Gregory Brown
 Megann Bryant
 Susan and Friedrich Burian
 Caerus Foundation
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 Carlos Cardenas
 Julius Carter
 Kelly V. Carter*
 Chauncey and Marion D. McCormick Family Foundation
 Dee Dee and Rick Chesley
 Chicago Bulls Charities

The Chicago Community Trust
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 Chicago Public Library Foundation
 Chirp Designs, Inc.
 JoAnne Chittick
 CIBC Bank USA
 Emily Cibelli
 Ken and Diane Cibelli
 Joseph Clair
 Elizabeth Cole
 CPS Lives
 The Crown Family
 Nicholas Cummings
 Rebecca Darr
 Nancy Dehmow
 Alexandra DeSorbo
 Greg Diamond
 Jill Doherty
 Kimberly Dowdell*
 Janet and Craig Duchossois
 Gregory Dumanian
 Tyler Duston
 Efroymsen Family Fund
 Elizabeth Morse Genius Charitable Trust
 Deborah and David Epstein Foundation
 John Ettelson
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 Bethany and Michael Evon
 Darcy L. Evon* and David Hiller
 Exelon Corporation
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 Finnegan Family Foundation
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 Dorothy Flisk
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 Dana Foster
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 Bon and Holly French, Adams Street Partners
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 The Giving Back Fund
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 Brent and Katie Gledhill
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 Marcy and David Gookin
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Marilynn and Ronald Grais
 Cathy Green
 Nanette and Irvin Greif, Jr.
 Charlie Grode and Heidi Lukas
 Lukas Maureen Groh
 Krystal Grover-Webb
 Deepa Gupta* and Peter Byer
 The Hand Family Charitable Fund
 Janeen Harrell
 Francia E. Harrington* and Vernon Broders
 The Harris Family Foundation
 Melissa Harris
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 Lori Julian
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 Sarah Laster
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 Zach and Anne Lazar
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 Gloria Lehr
 Jake Lenz
 Cynthia Levin
 Lincoln Park Preschool and Kindergarten
 Kari Lindquist
 Sharon Livergood
 Lloyd A. Fry Foundation
 Lollapalooza Fund at C3 Presents
 Bernardo Lopez
 Jorge Lopez*
 Bill Loumpouridis
 Leslie Luning
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[∞] Deceased

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** Past Board Member

Ingenuity remains grateful to the following partners for their generous investment in our work (continued):

Elizabeth Nolan
 Laura Norris
 Northern Trust
 Nick Novak
 Susan and Nick Noyes
 Joe O'Brien
 Jeanne Olofson
 Christopher E. Olofson
 Laura Olsavsky
 Cathy and Bill Osborn
 Janet and Rodger Owen
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 Kate Rosenblum
 John and Alice Sabl
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 Samuel M. and Ann S. Mencoff
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 Margaret and Eric Scheyer
 The Seabury Foundation
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 The Chicago Community Foundation
 Jackie and Glenn Tilton
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