PARTNERSHIPS THAT LEAD TO POLICY

Prepared by Laurie Schell, in cooperation with ArtsEdTN, a statewide coalition formed in 2017 to advance music and arts education in Tennessee.

Presented at: **Arts Education Partnership
2018 State Policy Symposium**

What are those structural and strategic pieces that enable effective coalitions? It is in our collective "strategery" (mash up of strategic and wizardry) where you find the magic of coalitions.

FOUNDATIONAL ELEMENTS of FRAMEWORK

- ✓ **Statement of purpose or mission** (What is the work of the group?)

- ✓ **Vision statement** (If the purpose is realized, what does success look like?)

- ✓ **Rationale** for forming the coalition (What were the conditions and desires that led to the formation of a coalition?)

- ✓ **Beliefs** (Value statements that describe the coalition's core beliefs, and will serve as a touchstone in determining policy, budgetary and legislative priorities.)

- ✓ **Outcomes** (Chart a list of specific outcomes that indicate progress. May be stated as Yearly Outcomes or by Short/Medium/Long Range Objectives.) *

- ✓ **Brief background/history** of coalition (or previous efforts to form a coalition). Include timeline (optional)

- ✓ **Listing of key agencies** involved in the coalition-building process (e.g., professional associations, businesses, school districts, higher education institutions, philanthropic organizations, parent organizations, arts & culture partners, etc.)

* A logic model may be used in this section, listing Input (assets), Output (activities and participation), Outcomes (short- medium measurable outcomes, Impact (long-term impact)
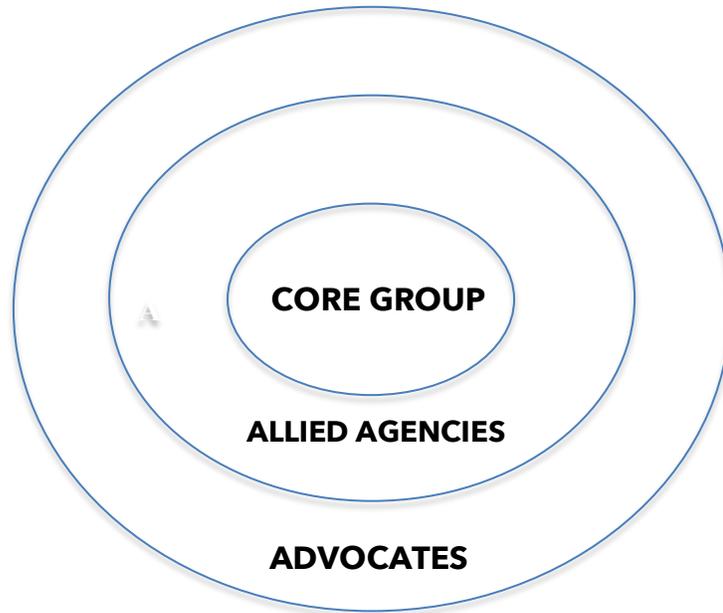
MEMBERSHIP

There are many choices in how groups define "membership." The goals of membership are three-fold:
1) To identify a leadership group that is responsible for carrying out the work of the coalition and ensuring its sustainability;

2) To build capacity for shared action; and
3) To enable broad engagement and participation from a wide group of arts education-interested stakeholders.

A layered structure is recommended to achieve these goals.

LEVEL	COMPOSITION	ROLE/RESPONSIBILITY
Core Group **(10 – 15 members)**	Representation from: • Professional arts education associations • Key statewide or regional agencies • Corporations (such as NAMM member organizations) • Parent organizations • Funders	• Approve annual legislative priorities • Approve annual budget • Secure funding for operations • Attend at minimum 1 in-person meeting annually • Disseminate ongoing informational communication updates with constituents • Disseminate calls to action with constituent networks • Take action on calls to action
Allied Agencies **(Unlimited)** • Arts & Culture Nonprofits • Parent associations • Higher education • Businesses/corporate retailers • Additional professional teacher associations	Qualifications for membership: • Arts education is a core function of the agency or department AND/OR a primary interest area of a corporation/business. • Allied members represent an agency or department. Individuals are not eligible for Allied Membership.	• Support coalition with modest annual dues • Provide input on annual legislative priorities • Attend 1 in-person meeting annually (optional) • Receive informational communication updates • Disseminate calls to action with constituent networks • Take action on calls to action
Advocates **(Unlimited)**	Any individual may join the coalition to receive: • Legislative/action updates • Calls to action	• Receive communications updates • Disseminate information whenever possible • Take action on calls to action • Annual dues (optional)

STRUCTURE

Structurally, coalitions do not need much in the way of overhead or cash in order to be effective. Coalitions can work well when managed by volunteers, with a little help from a fiscal sponsor (someone to handle the money) as desired. *Note: It is not necessary to secure 501c3 nonprofit status to form a coalition.*

Budgetary Considerations
Expense budgets may be minimal, especially in the early stages of a coalition. Here are some expenses to consider in creating a budget. Amounts will vary by locale.

- ✓ Communications materials (e.g., one-sheet, issue brief, white paper)
- ✓ Online presence (web, social media)
- ✓ Operating support (e.g., fiscal sponsor fees, stipends for key personnel)
- ✓ Lobbyist (Optional)

Revenue Options
Operating as a network with shared goals means it is also ideal for stakeholders to share the burden of funding the work of the coalition. Possible options to secure needed funds:

- ✓ Shared contributions from members of the Core Group (e.g., XX% of association's budget, or flat fee)
- ✓ Corporate sponsorships (e.g., tiered sponsorships with recognition opportunities)
- ✓ Dues from Allied Agency memberships

Operations
There are key functions that are important to long term success. These functions—how the work gets done-- may be accomplished by one, two, or several individuals.

- ✓ Designated driver—responsible for coordinating the work of the Core Group to ensure progress on the annual goals and priorities.
- ✓ Fiscal sponsor/treasurer-- responsible for revenue/expense management and reporting.
- ✓ Communicator—responsible for messaging, communications outreach, and calls to action

Measuring Success
- ✓ All In – Ask each core group member to sign and approve the framework document and subsequent annual plans, affirming a shared commitment of effort.

- ✓ Yearly check-up-- At the end of each year, distribute a brief survey to members to ascertain group progress as well as individual perceptions of effectiveness.