OUTCOMES

KNOWLEDGE   ATTITUDES   ACTION

ARTS FOR CHANGE

DISCOURSE   CAPACITY   POLICIES

http://impact.animatingdemocracy.org

POLICIES and LEGISLATION

Laws or procedures, created to guide and determine decisions or actions.

INDICATORS MEASURE various progress points in policy development and implementation, e.g. proposal of policy, support gathered, adoption, funding and implementation. Many see the passing or adoption of policy or law as an intermediate outcome that, only when implemented, leads to long-term societal change.

Changes in systems, policies, and conditions aim for lasting institutional and societal results. Because efforts are often long-term, progress is assessed over time on the basis of intermediate outcomes.

POLICIES
CONDITIONS
SYSTEMS

LEADERSHIP AND STATUS

Elected or voluntary positions of leadership within government, institutions; civic organizations, events, or organizing/advocacy; as well as the relative standing of a group within a community or society.

INDICATORS MEASURE shifts in who holds leadership positions; diversity of leadership; new or improved leadership strategies; effectiveness of leadership.

CONDITIONS

Social, civic, economic, physical circumstances or states of being. Although social and civic outcomes are often directed toward improving negative conditions, they may also be directed toward positive or advantageous opportunities or conditions.

INDICATORS MEASURE degree of change, remediation, improvement or maintenance of a condition; availability of resources; increased, decreased, or new opportunities; who has access to opportunity.

SYSTEMS

The combination of related policies, organizations and infrastructure that defines or effects how something is organized or works. Systems change moves beyond individuals, organizations, and single solutions. It entails thinking about systems—social service, education, government, grantmaking, institutional, etc. Measuring the effects of change on parts of the whole, and the relationships between parts require multi-level analyses.

INDICATORS MEASURE restructured relationships and roles; change in regulatory power; shared priorities across systems; revised procedures.

ISSUE AND PROBLEM RESOLUTION

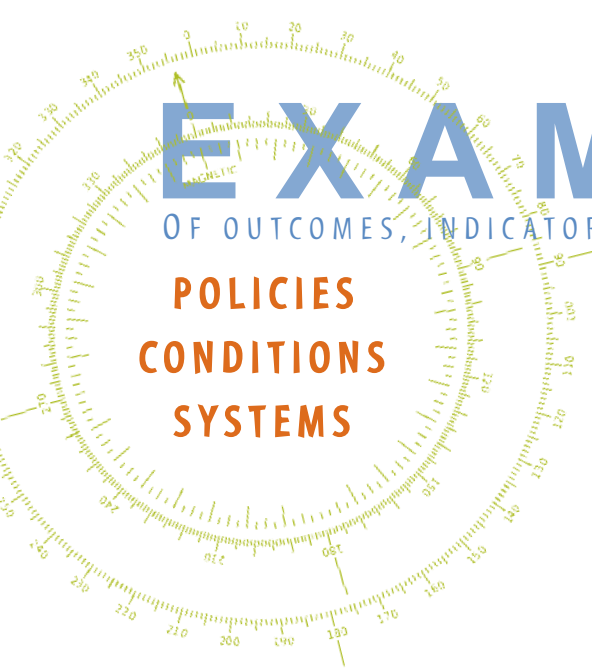Solving a problem or resolving a civic or social concern or conflict..

INDICATORS MEASURE problem or priorities that are clarified, identified, averted, reduced, or eliminated; plans or strategies that are developed for addressing the issue; as well as strategies implemented.

Examples of outcomes, indicators, and data collection methods

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EXAMPLES

POLICIES

CONDITIONS

SYSTEMS

HOW TO READ THE EXAMPLES

Broadly stated **OUTCOMES OF SOCIAL/CIVIC CHANGE** that artists and cultural organizers claim their creative strategies contribute to or achieve.

AN EXAMPLE OF A CREATIVE STRATEGY THAT MIGHT BE USED TO ACHIEVE THE OUTCOME

POLICIES and LEGISLATION — ▶ A more specific **OUTCOME**

CONDITIONS

SYSTEMS — An **INDICATOR** that might be observed as evidence of that outcome

LEADERSHIP and STATUS

ISSUE and PROBLEM RESOLUTION

DATA COLLECTION methods for selected indicators ···· **TIPS** for data collection methods.

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1. LEADERSHIP REFLECTS GREATER DIVERSITY

CREATIVE STRATEGY
The Arts Alliance sponsors a photographer and writer to creatively profile leaders of new immigrant communities and widely disseminates an exhibition featuring leaders' portraits and stories in libraries and malls.

POLICIES and LEGISLATION

CONDITIONS

SYSTEMS

LEADERSHIP and STATUS

ISSUE and PROBLEM RESOLUTION

▶ **OUTCOMES:** A pipeline is generating more diverse leadership for public boards and committees.
▶ Immigrant youth regularly inform and participate in neighborhood planning and revitalization projects.

INDICATOR: Immigrant leaders are recruited for a leadership training program and tapped for public committees.

INDICATOR: A youth council is formed.

INDICATOR: Community-based cultural organizations recognized as a source of recruits for community leadership roles.

DATA COLLECTION STRATEGIES

INTERVIEW community leaders to learn if and how they are engaging youth as well as opportunities that were generated by the exhibitions and presentations.

SURVEY annually community-based cultural organizations to track requests for participation and representation by civic boards and boards and committees.

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A Program of **Americans for the Arts**

2. IMPLEMENTATION OF IMPROVED POLICY

CREATIVE STRATEGY
Activist artists ally with homeless rights groups to bring attention to unnecessary arrests and other mistreatment and to sustain focus on policy debates.

POLICIES and **LEGISLATION**

CONDITIONS

SYSTEMS

LEADERSHIP and **STATUS**

ISSUE and **PROBLEM RESOLUTION**

OUTCOME: Policies are enacted to guide actions for fair treatment of the homeless.

INDICATOR: Housing options increase.

INDICATOR: Fewer police arrests of mentally ill homeless.

INDICATOR: Homeless citizens have fewer complaints of mistreatment.

DATA COLLECTION STRATEGIES

REVIEW OF RECORDS of arrest from police and organizations.

INTERVIEWS of homeless population about their arrests.

TIP: Sampling should increase the representativeness of data. A snowball technique might ensure that the right people are interviewed, such as those who were arrested in the past.

3. FAIR AND EQUITABLE ACCESS TO RESOURCES

CREATIVE STRATEGY
The Community Foundation employs an artist to use digital animation to translate data for peer funders about the importance and impact of culturally specific organizations to community well being.

POLICIES and **LEGISLATION**

CONDITIONS

SYSTEMS

LEADERSHIP and **STATUS**

ISSUE and **PROBLEM RESOLUTION**

OUTCOME: Local funders revise grant programs to address changing community demographics.

INDICATOR: The United Arts Fund revises its allocation plan and guidelines.

DATA COLLECTION STRATEGIES

REVIEW OF THE PLAN combined with documentation of how these policy changes came about.

TIP: Data and case making rationale for policy changes might be readily available through trade publications or local papers and thus not require extra data collection.

4. STRENGTHENED SENSE OF COMMUNITY

CREATIVE STRATEGY
A public art work is created to support healing around a community tragedy.

POLICIES and LEGISLATION

CONDITIONS

SYSTEMS

LEADERSHIP and STATUS

ISSUE and PROBLEM RESOLUTION

OUTCOME: Residents identify with one another as a united community.

INDICATOR: The public art site is used for significant public events.

INDICATOR: Stakeholders from all sides of the tragedy work cooperatively on the public art selection committee.

DATA COLLECTION STRATEGIES

INTERVIEWS with key informants.

DATA REVIEW from committee meetings such as minutes and attendance records and email exchanges among members.

DIRECT OBSERVATION of the quality of interaction among committee members.

TIP: Data can be collected in a variety of ways, depending on budget, time available, and the degree of accuracy needed.

5. A PROBLEM IS RESOLVED

CREATIVE STRATEGY
The city Planning Dept. engages artists and landscape designers to lend meaning and functionality to its greening projects.

POLICIES and LEGISLATION

CONDITIONS

SYSTEMS

LEADERSHIP and STATUS

ISSUE and PROBLEM RESOLUTION

OUTCOME: Vacant lots are transformed to gathering places and sites of community pride.

INDICATOR: Individuals and businesses form an ongoing group to keep lots mowed and plant flowers in lieu of city maintenance.

DATA COLLECTION STRATEGIES

OBSERVATION AND DOCUMENTATION of lots at regular intervals through site visits, photos.

MAPPING A creative visual map, using graphics and photos, shows the "before" and "after" images from sites.

TIP: Sometimes data collection itself can improve results. Regularly photographing greening projects and sharing photos via an online service or social network might interest others in participating, and encourage artists to increase their involvement.

CREATIVE STRATEGY
A dance company hosts a series of social dances with ethnic music at the War Memorial Auditorium which traditionally has hosted only mainstream programs. Programs are broadcast on cable TV.

POLICIES and
LEGISLATION

CONDITIONS

SYSTEMS

LEADERSHIP
and STATUS

ISSUE and
PROBLEM
RESOLUTION

OUTCOME: New opportunities exist for immigrants' culture and talent to be included and validated in public.

INDICATOR: Immigrant groups establish new programs in public spaces such as a Saturday Market to sell their handcrafts and foods.

INDICATOR: Ethnic groups sponsoring public events.

DATA COLLECTION STRATEGIES

OBSERVE attendance at selected events for changes in immigrant participation.

COMPARE RECORDS annually for reservations of public sites for events sponsored by immigrant groups.

TIP: The creative nature of the program can be captured by creative data collection methods such as video.

ALERT! Set up ways to learn about indirect outcomes. For instance the increase in lively activity in public spaces may increase overall use and participation. .