

# Today's seminar will begin shortly

National Assembly of  
State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

## Please complete your phone connection now:

1. Dial the toll free number 1 866 275 3495.
2. Enter the meeting number \*4671867\* on your phone keypad. Enter the star (\*) key before and after the meeting number.
3. **Identify yourself.** Using your **phone** keypad, enter the unique 5-digit participant number from the bottom of your Voice Connection box. Enter the star (\*) key before and after the number.

Tip: Find your Voice Connection Box near the lower right hand corner of your screen.

# ***Building Public Will For the Arts***

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# Your Hosts

National Assembly of  
State Arts Agencies

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**Kelly Barsdate**

Chief Program and  
Planning Officer



**Eric Giles**

Learning Services  
Manager

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- **View all participants** in the roster to the right
- **Use the “Chat to:” box at any time** to submit a question or get technical help
- **During Q&A breaks** presenters will answer chat questions

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# Agenda

## Building Public Will

Eric Friedenwald-Fishman, Metropolitan Group

## State Arts Agency Perspectives

Sherilyn Brown, Rhode Island State Council on the Arts

Chris D'Arcy, Oregon Arts Commission

Terry Scrogum, Illinois Arts Council

## Advice for State Arts Agencies

Jonathan Katz, NASAA

## Resources and Wrap-Up

Kelly Barsdate, NASAA

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**Q&A**

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# Building Public Will for the Arts



Metropolitan Group

the power of voice

**Eric Friedenwald-Fishman**  
Creative Director/President









# What we see

## Challenges:

- Three decades of disinvestment and declining perceived public value of the arts
- Seen as nicety rather than necessity
- Not reaching as far beyond the choir as we must
- For too long first budget cut, last investment made
- Existing frames undersell the power of arts
  - Transactional and not strongly tied to core values
  - Seen as secondary and defensive
  - Reflects lack of priority and buy-in by key stakeholders

Must build public will to achieve new normative,  
Expectation.





# What we see

## Assets:

- New paradigm for social change (collective action, dispersed innovation and shared responsibility)
- Information, imagination and ability to engage are critical tools
- Sparks creativity and innovation
- Breaks barriers and connects across cultures
- Strengthens human capital
- Contributes to the economy
- Harness arts to create a just, equitable, sustainable and meaningful society





# To achieve increased value

- Need engagement of other committed players (artists, arts organizations, advocacy, patrons, etc.)
- Need real buy-in from numerous stakeholders to drive scale implementation (nonprofit, private and public sector leaders, other issue activists, etc.)
- Need awareness and engagement of larger community to ensure sustainability (prospects, voters and policy makers)

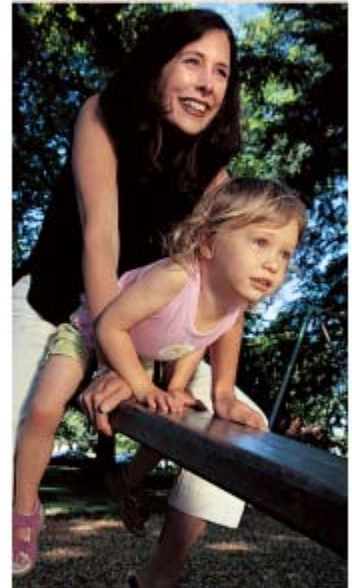
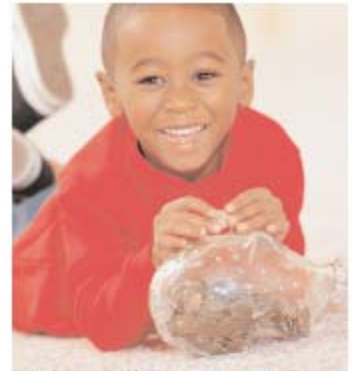




# What is the solution?

## Build Public Will:

- Reframe the arts as a priority need that makes individuals and communities stronger
  - Change fundamental positioning of the arts
  - Change public expectations
- Increase buy-in from internal and external stakeholders
  - Create engagement
  - Motivate people to action
  - Establish new norm
- Create relevancy and ownership for the new frame by integrating grassroots outreach with traditional media

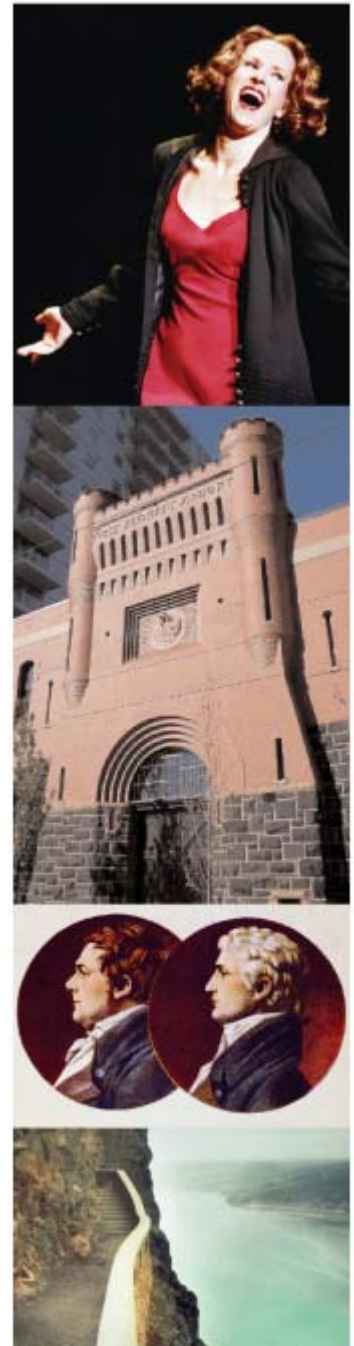






# What is public will?

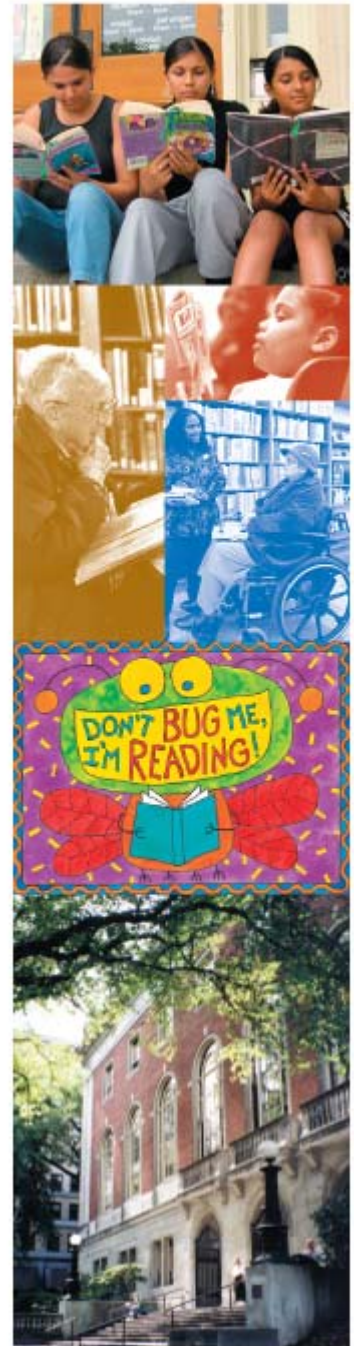
- Communication approach that builds public support for long-term social change by:
  - **integrating grassroots** outreach methods with traditional mass media tools
  - connecting an issue to the existing, **closely held values** of individuals and groups
- Results in long-term attitudinal shifts
  - Manifested by individuals taking new or different action
- Achieved when community members and thought leaders have galvanized around an issue to create a new set of normative expectations





## Public opinion vs. public will

- Public opinion—influencing specific decisions and actions during a limited time frame
- Public opinion—focus on mass media as delivery mechanism
- Public opinion—narrows the discourse
- Public will—long-term change built over time that focuses on grassroots engagement with mass media support







# Principles of public will building

- Connecting through closely held values
- Respecting cultural context
- Including target audiences in development, testing and outreach
- Integrating grassroots and traditional communication methods



# *building* PublicWill

FRAMING  
THE PROBLEM

PHASE  
1

BUILDING  
AWARENESS

PHASE  
2

BECOMING  
KNOWLEDGEABLE/  
TRANSMITTING  
INFORMATION

PHASE  
3

CREATING A  
PERSONAL  
CONVICTION

PHASE  
4

EVALUATING  
WHILE  
REINFORCING

PHASE  
5

## **Five phases of building public will:**

Organizers and audiences

- Framing the problem
- Building awareness
- Becoming knowledgeable/transmitting information
- Creating a personal conviction
- Evaluating while reinforcing

To download MG's entire Public Will Framework, visit  
[www.metgroup.com](http://www.metgroup.com).



# Audience Understanding

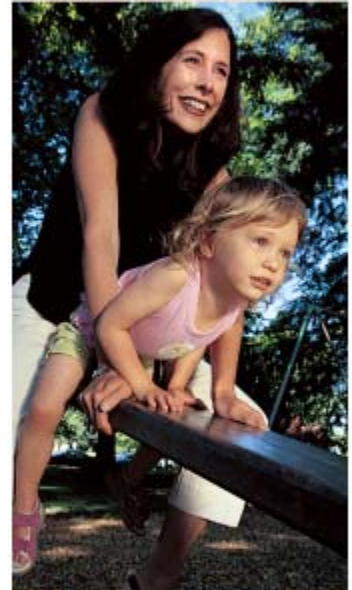
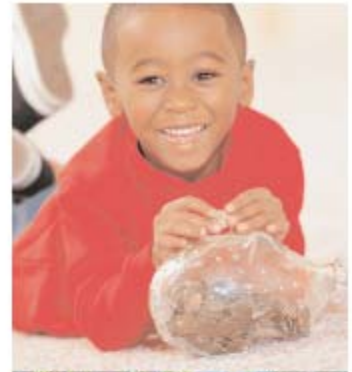
- Beyond the choir
- Segmentation and prioritization
- Influence mapping
- Needs identification
- Values identification





## Identify the closely held values—examples

- Options and opportunity
- Achievement
- Innovation and adaptability
- Sense of belonging and sense of community/identity (self-worth)
- Freedom (of expression/thought)
- Safety and stability
- Health (mind and spirit)





# Reframing the message

Definition: *Framing is the use of images/words to intentionally associate an issue with certain deeply held values, thereby providing a context that predisposes audiences to accept a particular definition of the issue.*

To move framing from nicety to necessity the arts needs to:

- Demonstrate **relevancy** to people's lives
- Identify **benefits** that reinforce values and needs

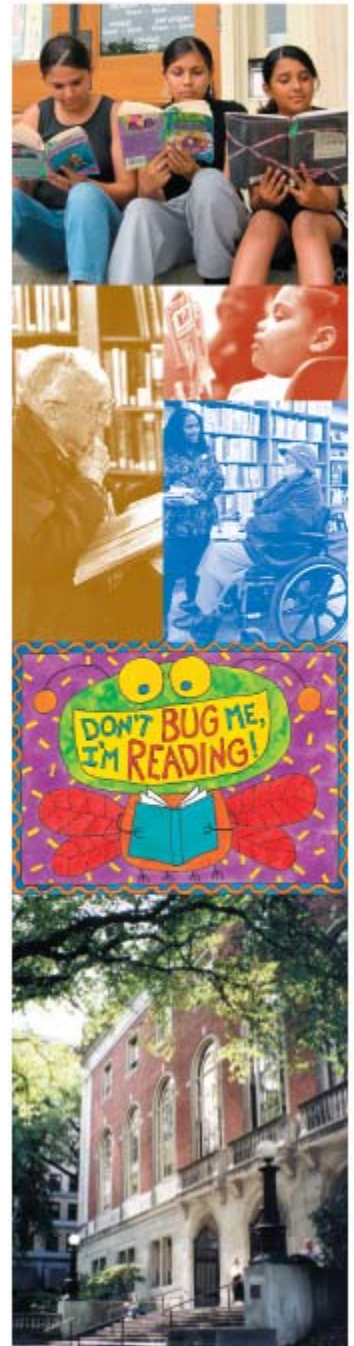






# Reframing the message—some concepts to consider

- Creates Impact
- Gives Voice
- Finds Meaning
- Opens Opportunity
- Creates Solutions
- Imagines Possibility
- Builds Strength
- Establishes Connection

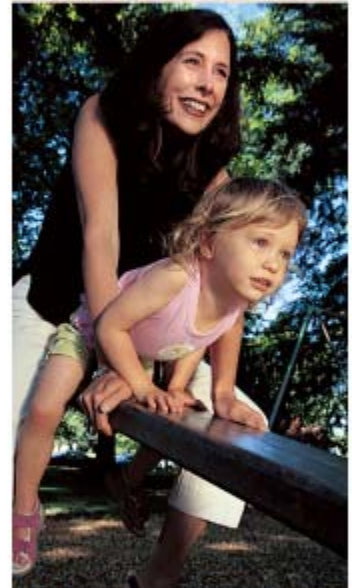
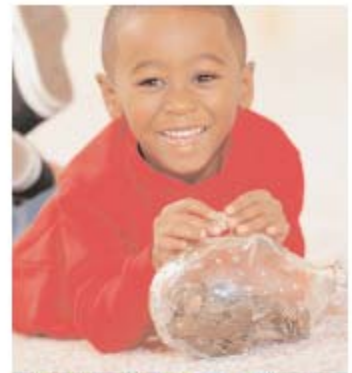






# Integrated outreach/engagement

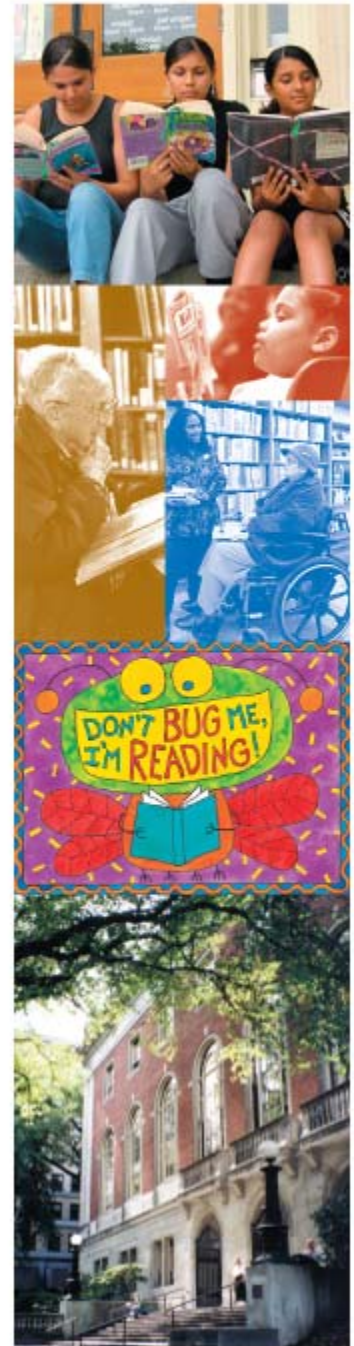
- Heal thyself—ensure that the choir learns and owns the new music
- Create a fertile environment for discourse (media and traditional outreach tools to frame the message and set the terms of the debate)
- Convert interested investors into activist shareholders (start with thought leaders and key influencers—the power of trusted relationships)
- Ensure consistent reinforcement—use of grassroots, social media, media and other tools to reinforce the conviction of others and the message frame





# Key lessons for success

- Focus on cohesive strategies that foster real collaboration
- Identify the stakeholders that must join, support and advocate for solutions
- Get out of our own way with solutions that may be outside our comfort zone
- Communicate with language and through mediums that resonate beyond the field
- Learn from ourselves and others
- Recognize that it will be hard and will take a long-term commitment
- Seize the moment





# This matters.

- We know the human, cultural and societal benefits
- We have seen nearly three decades of being defined by others
- We know that the trade-offs are false choices and that a “both/and” demand is the pathway to success
- We must engage others and build the public will to demand a new baseline
- We must seize this moment of transformation



# Q & A



Use the  
“Chat to:”  
box to ask a  
question.

# Perspectives

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**Sherilyn Brown**  
Director, Education Program





# Perspectives

National Assembly of  
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Oregon  
Cultural  
Trust

**Christine D'Arcy**  
Executive Director



# Perspectives

National Assembly of  
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**Terry Scrogum**  
Executive Director



## How do these ideas apply to state arts agencies?



## Whose will, and what behaviors, do you want to influence?



**What values resonate  
most deeply in your  
state?**





Use the  
"Chat to:"  
box to ask a question or  
offer a comment.



# Advice for States

National Assembly of  
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**Jonathan Katz**  
Executive Director  
NASAA



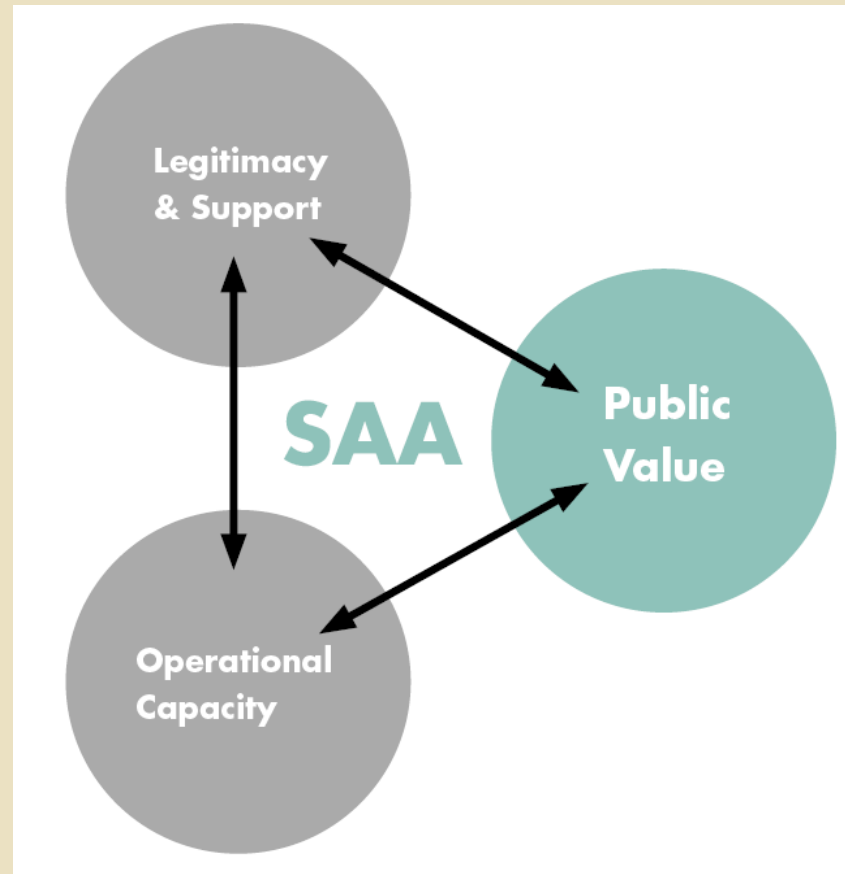
# Advice for States

Many frameworks can assist  
state arts agencies. For  
example....



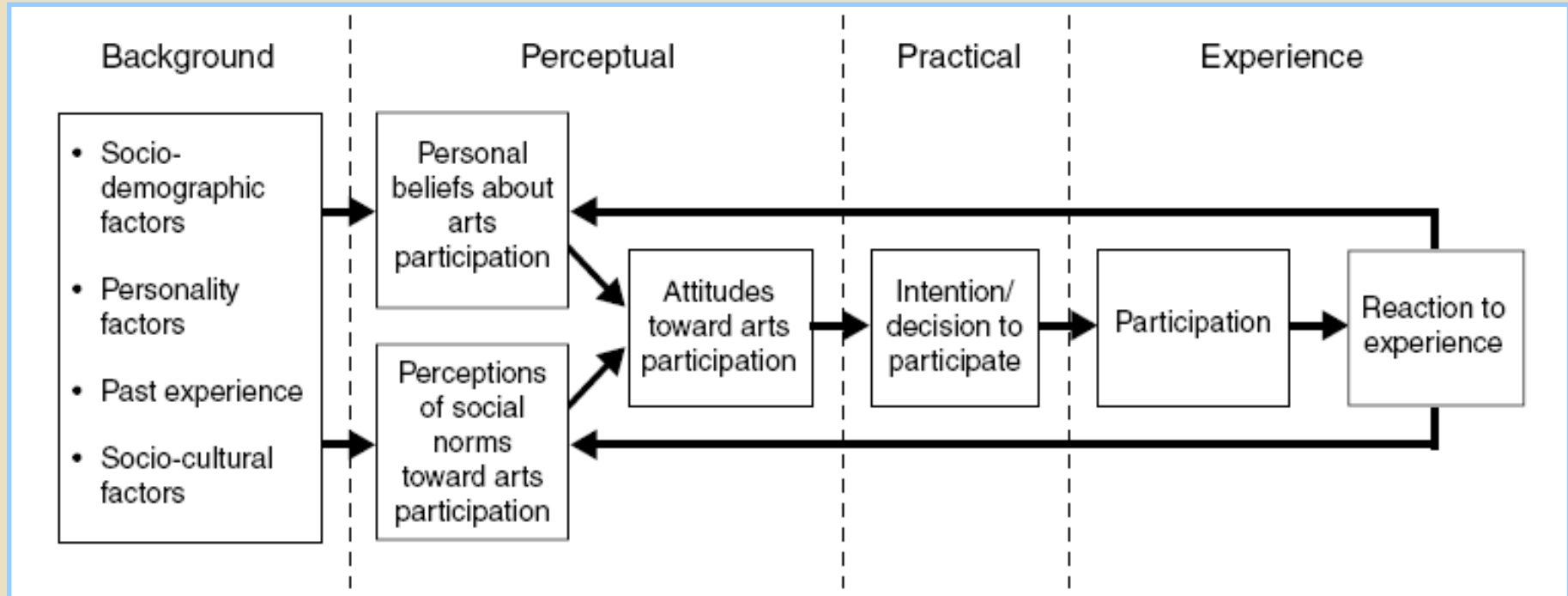
Building Public Will, Metropolitan Group

# Advice for States



Creating Public Value, Mark H. Moore, John F. Kennedy School of Government,  
Harvard University

# Advice for States



Arts Participation Framework, RAND Corporation & The Wallace Foundation

# Advice for States

- Interpret problems with a fresh perspective
- Make strategic decisions
- Find systemic solutions

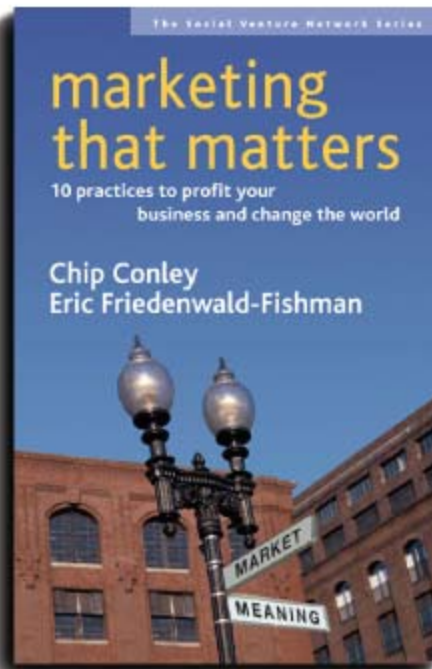
# Advice for States

- Placement and Structure
- Mission, Goals, Policies
- Programs and Services
- Planning Process
- Partners
- Advocacy Strategies
- Communications
- Evaluation



# Resources

[www.metgroup.com](http://www.metgroup.com)



## INCREASING **Relevance** | **Relationships** AND **Results**: PRINCIPLES & PRACTICES FOR EFFECTIVE MULTICULTURAL COMMUNICATION

PRINCIPLE 1: Check Your Assumptions at the Door: *Begin with yourself*

PRINCIPLE 2: Understand the Cultural Context(s) of Your Audience: *Do your homework*

PRINCIPLE 3: Invest Before You Request: *Create community-centered partnerships*

PRINCIPLE 4: Develop Authentic Relationships: *Maintain a long-term perspective*

PRINCIPLE 5: Build Shared Ownership: *Engage, don't just involve*

PRINCIPLE 6: Walk Your Talk: *Lead by example*

PRINCIPLE 7: Relate, Don't Translate: *Place communication into cultural context*

PRINCIPLE 8: Anticipate Change: *Be prepared to succeed*

Measuring  
*what* Matters

ACTION MEASURES

RESULT MEASURES

INPUTS

OUTPUTS

OUTCOMES

IMPACT

What we put in

What we create

What results

What difference it makes

[www.metgroup.com](http://www.metgroup.com)



Metropolitan Group

the power of voice

[Building Public Will >](#)

[Fundraising Campaign Pyramid >](#)

[Measuring What Matters >](#)

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## Tools: Heritage, Arts & Culture



Metropolitan Group is happy to share a collection of tools and information relative to strategic and creative services that drive social change in the areas of Heritage, Arts and Culture.

### Tools:

- [Marketing That Matters](#): 10 Practices to Profit Your Organization and Change the World (12MB PDF of presentation at Association of Zoos & Aquariums Annual Conference, Sept. 16, 2009, Portland, OR)
- [Building Public Will for Arts Education](#) (PDF of presentation at Access, Equity and Quality in Arts Learning Conference, June 20, 2009, Seattle, WA)
- [Building Public Will for Arts Education](#) (PDF of presentation at NEA Education Leaders Institute)
- [Arts and Culture: Elemental Contributors to Social, Creative and Human Capital](#) (Comments by Eric Friedenwald-Fishman at NEA Education Leaders Institute)

# Resources

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### MEMBERS CENTRAL

#### News of Note

[NASAA Launches New Annual Fund](#) Support the state arts agency community by participating in our Annual Fund. We are thankful to all of the [individuals](#) across the country who generously support our work.

[Current Federal Updates for SAAs](#) **NEW!**

**Save the Date: NASAA Annual (Virtual) Business Meeting  
November 6**

**Register now for NASAA's next Web seminar:  
[Building Public Will for the Arts](#)**

October 29, 3:00-4:30 p.m. Eastern

Learn how to strengthen public support by tapping closely held values and blending grassroots outreach with traditional media tools. [More](#)

**[State Arts Agencies and the American Recovery and Reinvestment Act of 2009](#)**

- [Frequently Asked Questions pdf](#) | [doc](#)
- [Talking Points pdf](#) | [doc](#)

**[Contending with Economic Uncertainty](#) Special Resource Area**

#### Research

##### [State Budget Center](#)

Information about fiscal year 2010 state arts agency appropriations are now available.

- [FY10 Appropriations Preview](#)
- [FY09 Legislative Appropriations](#)
- [State Budget Center](#)

[What Do State Legislators Think about the Arts?](#)

Research from NASAA and NCSL explores legislative attitudes and information needs.

[2009 State Arts Agency Funding and Grant Making](#)

[Strategic Planning Resource Center](#)

Examples of new SAA plans from across the country, public value resources and more.

[Creative Economy Resource Center](#)

An extensive array of resources on the arts and economic development is available.

## www.nasaa-arts.org | Members | Resources

### Upcoming Web Seminars

#### Building Public Will for the Arts

October 29, 3:00-4:30 p.m. Eastern

Featuring [Eric Friedenwald-Fishman](#) of [Metropolitan Group](#), this seminar will introduce state arts agencies to a framework for building public will - a communications strategy that builds public support for social change by tapping closely held personal values and blending grassroots outreach with traditional media tools. This approach, adopted by a variety of social and cultural causes, can lead to deeper public understanding and lasting change in the attitudes of individuals and communities. [Learn more](#) about building public will and join this session to explore how these ideas can inform state arts agency advocacy, planning and communications. To register, contact [Eric Giles](#). Include your name, agency name and phone number in your e-mail.

### Past Web Seminars

If you missed one of our prior seminars, find transcripts and slides here:

- No "Off Season" for Advocacy: [slides](#), [transcript](#)
- Arts Participation in America: [slides](#), [discussion guide](#), [resources](#), [transcript](#)
- [Arkansas's Creative Economy: Creativity in the Natural State](#)
- The Nation's Report Card: Arts 2008 [transcript](#), [slides](#)
- [Contending with Economic Uncertainty](#)
- [The Imagine Nation](#)
- [Learning from Legislators](#)
- [Creative Approaches to Economic Research](#)
- [Gifts of the Muse](#)
- Pennsylvania Council on the Arts [Responsive Funding Program](#)

### Attending NASAA Web Seminars

NASAA Web seminars are a member service designed specifically for state arts agencies. All staff and council members are encouraged to participate. To manage costs and help NASAA provide seminars with no registration fees, we ask you not to forward our seminar invitations to your mailing list. However, we encourage you to make the most of these events by inviting constituents and partners to join you to view the seminar in your office.

# Thanks for participating!

Questions or comments about this session? Contact Eric Giles,  
Learning Services Manager ([eric.giles@nasaa-arts.org](mailto:eric.giles@nasaa-arts.org)).

Many thanks to NASAA's member states and today's guests for making this session possible. The work of NASAA and of state arts agencies is also supported and strengthened in many ways through funding and programming partnerships with the National Endowment for the Arts.