

# 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.

# ***Evaluation Insights From the Art At Work Initiative***

If you have just arrived via the Web, complete your phone connection. Dial 1 866 275 3495 and enter \*4671867\* on your phone. Then key in your 5-digit ID number (located in the Voice Connection box).

- How can we document the civic impact of the arts?
- What kinds of indicators are meaningful?
- Are there practical ways to collect information?

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**ART AT WORK**

An Arts & Equity Initiative

With the City of Portland, Maine



Animating  
**Democracy**

A Program of **Americans for the Arts**

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# Your Hosts

National Assembly of  
State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY



**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 the Q&A break** presenters will answer chat questions

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# Agenda

## **The Arts and Civic Engagement Impact Initiative**

Pam Korza, Co-Director, Animating Democracy, Americans for the Arts

## **Evaluating Art At Work / Thin Blue Lines**

Marty Pottenger, Director, Arts & Equity Initiative

M. Christine Dwyer, Vice President, RMC Research Corporation

## **Additional Information**

Barbara Schaffer Bacon

Co-Director, Animating Democracy, Americans for the Arts

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**Q&A**

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**Pam Korza**

Co-Director  
Animating Democracy  
Americans for the Arts



**Barbara Schaffer Bacon**

Co-Director  
Animating Democracy  
Americans for the Arts

# Animating Democracy





ART creates indelible images

ART connects people across  
real and imagined boundaries

ART communicates through  
the beauty and beyond and  
limits of language

ART expresses difficult ideas  
through metaphor, movement,  
and humor

ART is a powerful force for  
illuminating civic experience

# The Arts and Civic Engagement Impact Initiative

*Responding to a need:*

- for concrete evidence
- to foster evaluative thinking
- for reasonable expectations



Supported by the W. K. Kellogg Foundation

# The Arts and Civic Engagement Impact Initiative

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1. ***Coalesce knowledge and advance learning*** among stakeholders (leading practitioners, researchers, evaluators, and funders)
2. ***Strengthen the capacity of practitioners*** to assess and describe social change outcomes
3. ***Position the arts*** as valid and viable contributors to civic engagement and social change

Supported by the W. K. Kellogg Foundation

The **Working Group** includes:

**Mark Stern** and **Susan Seifert** Social Impact of the Arts Project/U Penn; **Suzanne Callahan** Callahan Consulting for the Arts; **Chris Dwyer** RMC Research; and **Maria-Rosario Jackson** Urban Institute. Other members of the Working Group include: **Kelly Barsdate** National Assembly of State Arts Agencies; **Denise Brown** Leeway Foundation; **Claudine K. Brown** Nathan Cummings Foundation; **Dudley Cocke** Roadside Theatre; artist **Rha Goddess** (1+1+1+ONE); **Marian Godfrey** Pew Charitable Trusts; artist **John Malpede** LAPD (Los Angeles Poverty Department); **Marc Vogel** William and Flora Hewlett Foundation; **Roberto Bedoya, Leia Maahs** Tuscon Pima Arts Council; **Maribel Alvarez** Univ. of Arizona, Tucson

# A CONTINUUM OF IMPACT

AWARENESS,  
KNOWLEDGE  
DISCOURSE

enhanced

ATTITUDES,  
VALUES

confirmed or  
shifted

CAPACITY

increased

PARTICIPATION,  
& ACTION

promoted &  
effective

SYSTEMS,  
POLICIES

improved &  
supportive



what people  
know

what people  
think and feel

what people  
have and can do

what people  
do

what change  
is sustained





# AWARENESS, KNOWLEDGE, DISCOURSE



- Deepening understanding of complex issues
- Giving voice
- Enabling, enhancing, dialogue
- Making information inviting and accessible

Dead Man Walking  
San Francisco Opera



# ATTITUDES, VALUES

- Generating hope, pride
- Expressing, clarifying ideals, values
- Promoting respect
- Shifting attitudes

Vietnam Veteran's Memorial  
Maya Lin



# CAPACITY

Songs of the Civil  
Rights Movement

- Building social capital
- Developing creative skills for organizing
- Increasing the status of disenfranchised groups
- Developing leadership and persuasiveness



# PARTICIPATION, ACTION



- Expanding who participates
- Motivating people to act
- Enhancing organizing strategies
- Mobilizing people

# SYSTEMS, POLICIES

- Improving access and equity
- Diversifying leadership
- Advancing policy change
- Increasing sustainable assets



"Local 11" 1998  
Judy Baca, SPARC



# The ACEII Field Lab

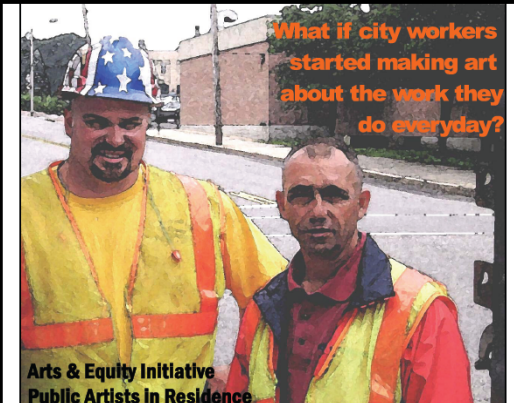
## **Finding Voice, a program of the Tucson Pima Arts Council**

helps refugee and immigrant youth develop literacy and second language skills by researching, photographing, writing, and speaking out about critical social issues in their lives and communities.

**Los Angeles Poverty Department** (LAPD) is a Skid Row-based theater organization with a longstanding commitment to making change in L.A.'s Skid Row community through theater-based civic engagement work.

**The Hip Hop Mental Health Project** (HHMHP) seeks to contribute to shifting the paradigm of shame and alienation surrounding mental illness, and create SAFE place to confront the issue and obtain vital information. Through the integration of performance and dialogue, the HHMHP works to impact public discourse and values around mental illness in urban communities.

**Art & Soul (The Orton Family Foundation)** in Starksboro, VT is applying arts-based methods of community engagement to generate and inform conversations around community values and a vision for one community's future that are robust enough to influence concrete actions and decisions.



What if artists started making art about city government? What if the art made focused on the issues & challenges facing the city? What if the art they created informed, connected & inspired the employees, the government and the public?

**APRIL 16, Wed, CITY HALL, STATE OF MAINE ROOM 5 - 6:30PM**

Come celebrate AEI's one year anniversary with the City of Portland with Claudine Brown Director of Arts & Culture, Nathan Cummings Foundation speaking on "Art & Social Justice"

AEI's Exhibit with works by artists Elizabeth Jabar, Daniel Minter, Marty Pottenger and city workers from Public Works, Police & Health & Human Services is at City Hall 2nd floor next to Council Chambers AEI exhibit is open M - F 8am to 4:30pm till April 30th more information please contact Marty Pottenger Director of Arts & Equity Initiative at 874-8481 [aei@portlandmaine.gov](mailto:aei@portlandmaine.gov)

Arts & Equity Initiative has been made possible with the support of the City of Portland, Maine Community Foundation, and the Nathan Cummings Foundation NYC

**The Arts & Equity Initiative (AEI)** is a three-year project of the City of Portland led by artist Marty Pottenger that seeks to address challenges in municipal government through strategic art projects between artists, city departments, unions, elected officials and the community.



## Marty Pottenger

Director, Art At Work / Arts & Equity Initiative  
Terra Moto Inc.

**ART AT WORK**  
An Arts & Equity Initiative

## M. Christine Dwyer



Vice President  
RMC Research



# ART AT WORK

An Arts & Equity Initiative

With the City of Portland, Maine







A national initiative to improve municipal government through strategic arts projects with municipal employees, elected officials and local artists.





**Q: Can art transform government?**



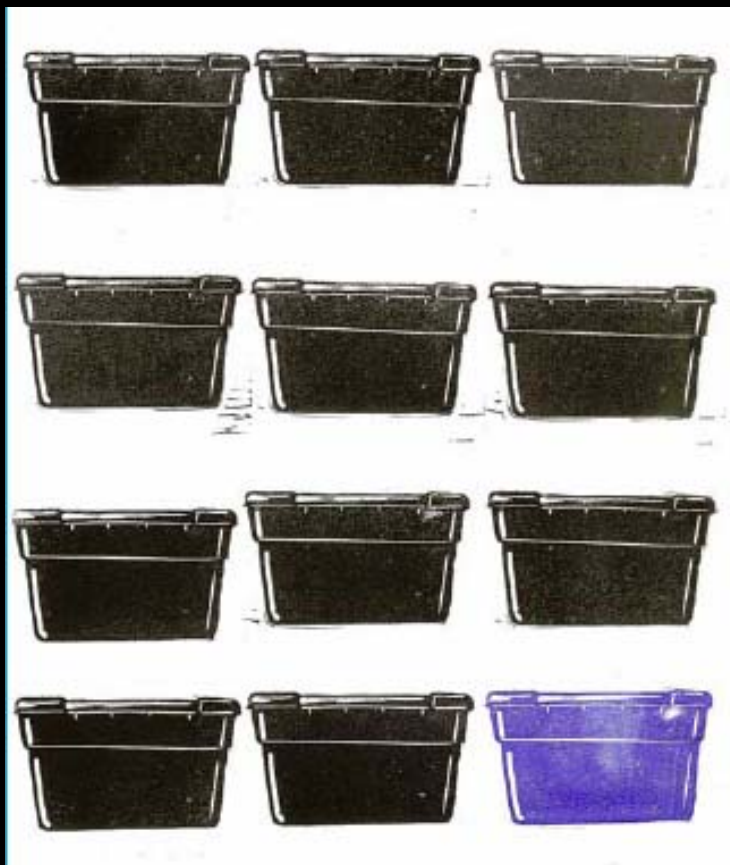
**Q: What happens when police and artists make art about their lives?**





**Q: What if city workers made art about the work they do every day?**





**Q: What if the art  
informed and  
inspired unions &  
the community?**

Daniel Minter  
*City's recycling bins*



## TIES THAT BIND

### Department of Health and Human Services



Print workshop with artist Elizabeth Jabar and Immigration & Refugee Services staff.



235 beds, Elizabeth Jabar



## PUBLIC WORKS

### Public Service Employees

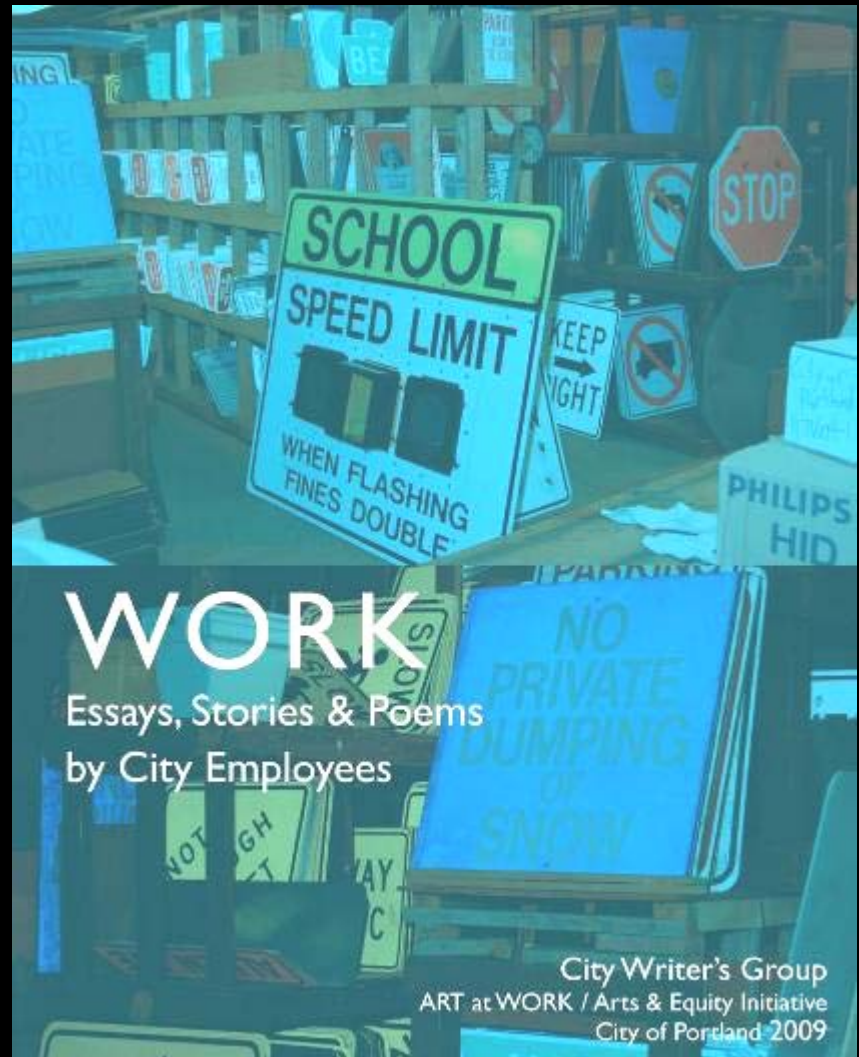


Participating Portland hot beverage vendors used the same to-go cups for three days in March 09.



## CITY WRITERS GROUP

Open to All  
City Departments





# **THIN BLUE LINES**

## Police Poetry Project







Goal: To dramatically improve the relationship between the police and the public, making the lives & work of the police department more visible & their good work more evident - to the public, to the department, to each other.

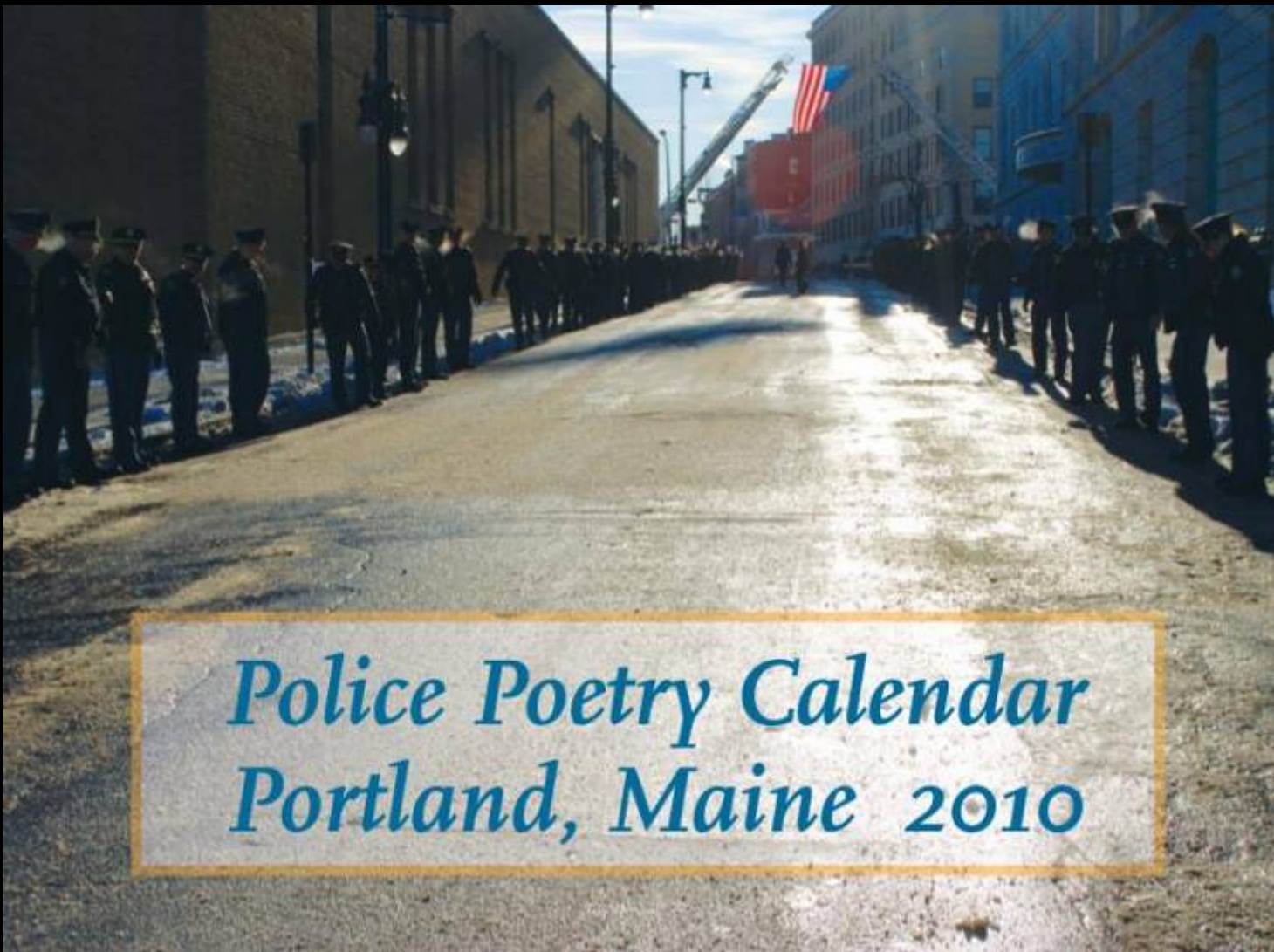


# ART AT WORK

An Arts & Equity Initiative



The idea of a **calendar of poems, writings & photographs** by police and local artists came during Sgt. Rob Johnsey's funeral when everyone learned for the first time that he loved to write poems.



*Police Poetry Calendar  
Portland, Maine 2010*



# ART AT WORK

An Arts & Equity Initiative

## Tunnel Vision

february

Pushing a cruiser on late out.

Man with a gun.

Sweat accumulates on my brow. Pulse races.  
I jump out of the cruiser. They've been shot, a voice screams. Cross  
the sidewalk.

Crowd forming. Gun ready. Flashlight shining into darkness.  
I see him. Man with a gun.  
*Show me your hands. Drop the gun. Get on the ground.*

What I saw was silver, shiny and pointed at my head.  
*I see a gun.*

Finger on my trigger. Tension like a circus wire.  
Grip tight. Pain shoots through my hand.

Raises hands to my commands, my flashlight  
catches silver.

A millisecond and he'd be gone. *But the silver?*

I didn't shoot.

No gun

in sight.

He tries to follow orders.

Prone out, watching. That's when I see  
for the first time:

Broad. Solid. Camouflaging his arm.

*Man with a broken arm.*

*Man without a gun.*

Only a silver cast.

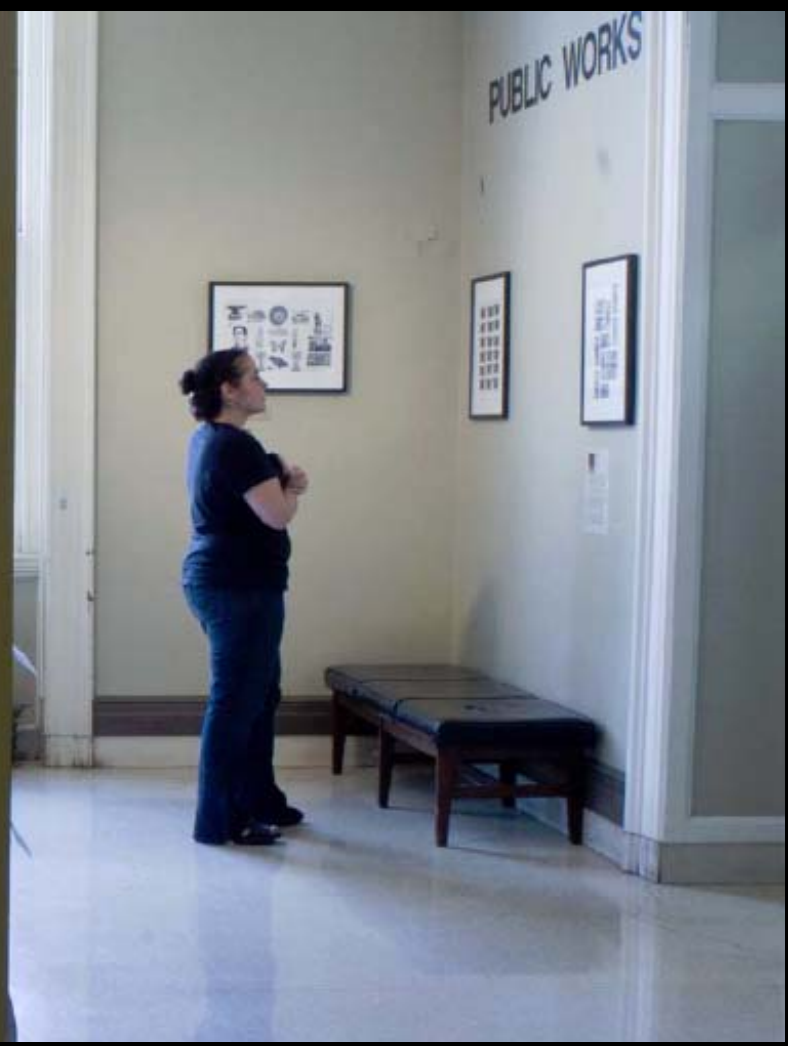


Poetry Reading at Longfellow on December 9th, 2009



# ARTS & EQUITY INITIATIVE

THANKS AND GRATITUDE  
The Arts Equity Initiative has been  
made possible with funding from  
Nathan Cummings Foundation  
Maine Community Foundation  
& the City of Portland







# ART AT WORK

An Arts & Equity Initiative



Ben Diaz, Fire and Police Department's Electrician takes  
in the opening of AAW's Photography Exhibit  
at Police Headquarters 2009



# ART AT WORK

An Arts & Equity Initiative



New Portland Police Chief Jim Craig at  
Opening of Regional Crime Lab  
and AAW Photography Exhibit at Police  
Headquarters 2009



Door in Janitors Workroom  
at Police Headquarters, 2010



Onsite Poster Exhibition of City Writers Group book,  
WORK: "Livery" by Shift Attendant Donald Burns  
at Spring Street Parking Garage Parking

# ART AT WORK

An Arts & Equity Initiative



Parking Shift Attendant Donald Burns and his City Writers Group poster “Livery” at Spring Street Parking Garage

# Taking an Evaluative Perspective

## Basics of Outcome Evaluation:

Explore the value of your work from multiple viewpoints

Frame questions about outcomes of value

Develop indicators that describe desired behavioral, attitudinal, and system changes resulting from your work

After that it's all about rigor, sophistication, independence, cost!

# Systematic Inquiry

**1. Audiences/stakeholders:** Who should value the work?  
Who do we need to convince about the value of the work?

**Hint: Think beyond funders**

**2. Connections:** What are the current concerns and priorities of those audiences?

**Hint: Try on others' perspectives**

**3. Implementation qualities:** Are there adjustments that would make a stronger connection to important audiences?



# Systematic Inquiry

**4. Outcomes:** What do we want to be able to tell each audience about outcomes?

**Hint: Ask them what would be convincing!**

**5. Evidence:** What type of evidence is likely to convince the audiences we care about?

**Hint: Don't assume that quantitative always rules.**

**6. Priorities:** Where do the interests of different audiences converge?

# Examples of Audiences

## **Thin Blue Lines:**

**Direct participants—poets and photographers—and their family members**

**Others in the Police Department, including union leaders**

**Leaders of other City Departments**

## **Art At Work:**

**Elected officials**

**Leaders of local minority communities**

**City employees**

# Examples of Evaluation Questions and Indicators

**In what ways does involvement in the police project affect perceptions of the profession and morale?**

## **Behavior:**

- Participants are recognized by and hear appreciations from the public

## **Attitudes:**

- Participants acknowledge that project participation increases their (and their families') pride in the police profession
- Participants are better able to separate selves from work roles
- Morale of Police Department is enhanced with shared sense of efficacy and solidarity

# Examples of Evaluation Questions and Indicators

## How do the community's perceptions of the Portland Police Department change over time?

### **Attitudes:**

- Perception that police are fair and act fairly, especially on part of communities of color/immigrant communities
- Community takes pride in professionalism of Portland PD

### **System:**

- Police Department proactively recruits people of color
- Police force is representative of community demographics in multiple ways—race, gender, sexual orientation, etc.

# Indicators can:

- **Define sources of data/timing of data collection**
- **Facilitate development of instruments**
- **Provide a frame for documentation**
- **Structure organization of content and analysis of information**



# Observations

**An outcome focus builds credibility with stakeholders.**

**When long-view outcomes are in the foreground, an initiative unfolds differently.**

**Investing in the "right" data collection approaches and then rigorous content analyses pays off.**

**Opportunities for reflection built into data collection crystallize outcomes.**

# Q & A



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



# <http://www.artatworkproject.us>

## ART AT WORK

An Arts & Equity Initiative

HOME

ABOUT

PROJECTS



**Art At Work** is a national initiative to improve municipal government through strategic arts projects with municipal employees, elected officials and local artists.

What happens when police and artists made art about their lives?

SHOW  
HIDE

A motivated police force engaged and informed in the community they serve.

What if city workers made art about the work they do everyday?

SHOW  
HIDE

What if the art informed and inspired unions & the community?

SHOW  
HIDE



LATEST NEWS - 03.02.2010

**2010 Police Poetry Calendar User Survey**

Hope you've enjoyed using the 2010 Police Poetry Calendar so far! Ple... [READ MORE](#)

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BLOG

CONTACT

© 2010 Terra Motto Inc. Arts Equity Initiative, Marty Pottenger

# The Arts and Civic Engagement Impact Initiative

*Responding to a need:*

- for concrete evidence
- to foster evaluative thinking
- for reasonable expectations



Supported by the W. K. Kellogg Foundation

Coming soon

# **IMPACT ARTS**

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The Website

**Useful Resources for  
Understanding and Reporting the  
Civic and Social Impact of the Arts**

**From ANIMATING DEMOCRACY'S  
The Arts and Civic Engagement Impact Initiative**

Supported by the W. K. Kellogg Foundation



# OFFERING

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- **A Place to Start**  
thinking about evaluation  
and social impact
- **Social Impact  
Outcomes and  
Indicators**
- **Evaluation in Action**  
case studies, tools, and  
frameworks

# Features

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- Key terms and concepts
- A Beginner's guide
- An annotated listing linked to useful evaluation tools and resources.
- Outcomes, indicators, and data collection methods for common social and civic outcomes
- Case studies, evaluation reports, and profiles
- Theoretical papers, essays, and articles

# **CASE STUDIES & PAPERS**

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**Documenting Civic Engagement: A Plan for the Tucson Pima Arts Council** By **Mark J. Stern** and **Susan C. Seifert**, Social Impact of the Arts Project, University of Pennsylvania

**Moments of Transformation: Rha Goddess's LOW** By **Suzanne Callahan** With Artist Reflections by **Rha Goddess**

**Making the Case for Skid Row Culture: Findings from a Collaborative Inquiry** by **John Malpede**, the Los Angeles Poverty Department (LAPD) and **Maria Rosario Jackson**, the Urban Institute

# **CASE STUDIES & PAPERS**

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**“Planning for Assessment and Recalibrating Expectations: An Urban Planner’s Reflections on Evaluating Community-based Arts”** by

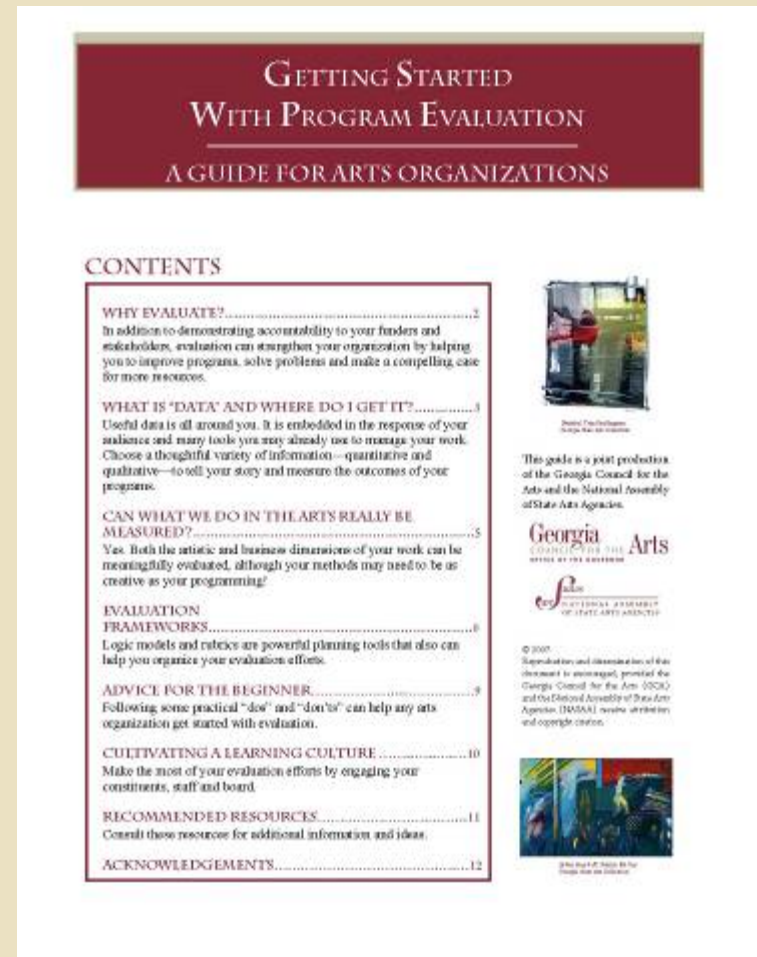
Maria Rosario Jackson, senior researcher, Urban Institute

**“Civic Engagement and the Arts: Issues of Conceptualization and Measurement”** by Mark Stern  
and Susan Seifert, Social Impact of the Arts Project, University of  
Pennsylvania

**“Arts and Civic Engagement: Briefing Paper for the Working Group of the Arts & Civic Engagement Impact Initiative”** by M. Christine  
Dwyer, RMC Research

# More Resources

- Follow-up Resources e-mail
- Transcripts & slides
- NASAA Web Site  
[www.nasaa-arts.org](http://www.nasaa-arts.org)
- Getting Started With Program Evaluation





## Save the Date!

### Creative Technology Strategies

May 5, 3:00-4:15 p.m. EST

# 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.