Strategic Planning for the Arts
Summary of Online Surveys

Buena Vista Conference Center
December 16, 2009
Focus Groups - Overview

- Six focus groups conducted in September and early October
- Six to eight participants (up to 15 invited per session) with an interest in the topic and at least one council member present
- Carrie Townsend facilitated with prompts from prepared questions
- Division staff person acted as scribe

Online Surveys - Overview

- Four targeted and one general survey: Oct.-Dec., 2009
  - General public survey
  - Arts organizations
  - Individual artists
  - Arts educators
  - Community organizations
General Public Survey: 131 respondents

What best describes your interest or involvement in the arts? (Check all that apply)

- Audience member or interested citizen: 60%
- Artist (professional or amateur): 60%
- Board or staff member of an arts or cultural organization: 47%
- Educator: 25%
- Funder of arts and cultural organizations: 15%
- Other (please specify): 10%
- Student (College or High School): 5%
General Public Survey: 131 respondents

I agree/disagree with the following:

- There is a positive and supportive environment for the arts in Delaware.
- I know where to find information about artists and arts organizations...
- I am familiar with the arts organizations in my community.
- The arts are a valuable part of my community.
- I am familiar with the Delaware Division of the Arts and its work.

Delaware Division of the Arts
General Public Survey: 131 respondents

Which of the following cultural programs or venues have you visited at least once in the last 12 months? (please check all that apply)

- Visual Arts (museums/galleries)
- Music (classical, jazz, new world...)
- Theater/Opera (professional or community)
- Fairs and Festivals
- Purchased original art or craft
- Film (independent or art films)
- Dance (Ballet, Modern, Tap...)
- Folk Arts (dance, music, visual arts)
- Spoken word or poetry readings
- Storytelling

Delaware Division of the Arts
General Public Survey: 131 respondents

Which of the following sources of information about arts programming are most useful to you? (Check the top four)

- Website, email, or e-newsletter (80%)
- Media coverage (reviews/articles) (55%)
- Personal recommendations (52%)
- Direct mail (44%)
- Newspaper listings (print calendars) (42%)
- DelawareScene.com (39%)
- Newspaper ads (30%)
- Online calendars (besides DelawareScene.com) (28%)
- Online social networks (Facebook, Twitter, Blogs) (25%)
- Posters or flyers (22%)
General Public Survey: 131 respondents

How satisfied are you that K-12 age public school students in your community get adequate instruction in the visual and performing arts?

- Very unsatisfied
- Unsatisfied
- Satisfied
- Very satisfied
- Unknown

Delaware Division of the Arts
The Division’s mission is to support and nurture the arts in Delaware. In a time of limited resources, help us to establish priorities by rating the importance of each of the following as you see them contributing to a strong arts presence in Delaware.

- Advocating for public (and private)...
- Promoting arts education
- Linking the arts to cultural tourism
- Investing in public art works
- Providing grants/services to individual artists
- Providing grants/services to arts organizations
- Linking the arts to economic development
- Facilitating collaborations between arts and...
- Facilitating professional development for arts...
Arts Organization Survey: 77 respondents

What is the budget size of your organization?

- < $50,000: 16
- $50,000 - $150,000: 12
- $150,000 - $250,000: 4
- $250,000 - $1,000,000: 24
- $1,000,000 - $5,000,000: 18
- > $5,000,000

Delaware Division of the Arts
Arts Organization Survey: 77 respondents

What is your affiliation with the organization that you represent?

- Board member: 40 respondents
- Administrator/staff of arts organization: 32 respondents
- Professional (paid): 17 respondents
- Volunteer (unpaid): 11 respondents
- Other (please specify): 3 respondents
- Arts educator: 3 respondents

Delaware Division of the Arts
Arts Organization Survey: 77 respondents

Rate the following, as they pertain to your organization’s board:

- Arts advocacy (as an ongoing board activity)
- Board engagement with the organization
- Board oversight of the organization’s operations
- Board understanding of mission and programming
- Identifying/recruiting new board members
- Board training and development

Legend:
- Very strong
- Somewhat strong
- Moderate
- Somewhat weak
- Very weak
Arts Organization Survey: 77 respondents

Rate the following, as they pertain to your organization's management:

- Diversifying revenue sources
- Facilities management
- Financial management and planning
- Grant writing
- Identifying/recruiting staff
- Leadership development and staff training
- Marketing/Promotions
- Partnerships and collaborations
- Strategic planning
- Technology: internal communications/systems

Legend:
- Very weak
- Somewhat weak
- Moderate
- Somewhat strong
- Very strong
- N/A
Arts Organization Survey: 77 respondents

Rate the following, as they pertain to your organization’s artistic goals:

- Quality of artistic programs/services
- Engagement with new works
- Recruiting/retaining qualified artists

Legend:
- Very weak
- Somewhat weak
- Moderate
- Somewhat strong
- Very strong
- N/A

Delaware Division of the Arts
Arts Organization Survey: 77 respondents

Rate the following, as they pertain to your organization’s audiences:

- Attracting new audiences
- Sustaining an audience base (e.g., renewed subscriptions)
- Cultivating individual patrons
- Public participation in your arts programs

Legend:
- Very weak
- Somewhat weak
- Moderate
- Somewhat strong
- Very strong
- N/A
Arts Organization Survey: 77 respondents

Concerning facility ownership, check all that apply.

- We own our facility: 29 respondents
- We rent a facility for day-to-day use: 27 respondents
- We rent a facility or venue for arts programming only: 9 respondents
- We have a long-range facility maintenance plan: 9 respondents
- We have a designated fund for capital improvements: 25 respondents
Arts Organization Survey: 77 respondents

If you own or rent space, rate each of the following as areas of concern or challenge.

- Monthly mortgage/rent payments
- Increasing cost of utilities
- Extent of borrowing against value of property
- Routine maintenance
- Routine housekeeping
- Equipment replacement
- Current need for major repairs
- Anticipated needs for major repairs
- Building expansion (or acquisition)
- Improved accessibility for persons
- Other

Legend:
- Orange: Serious concern/issue
- Light blue: Somewhat of a concern/issue
- Purple: Not really a concern or issue
- Red: Not applicable
Arts Organization Survey: 77 respondents

Select the top THREE issues/challenges facing your organization today.

- Audience development (attracting/retaining audiences)
- Developing diversified and sustainable funding
- Attracting/retaining committed board members
- Maximizing operational efficiencies
- Other (please specify)
- Maintaining artistic quality
- Preserving the integrity of the mission
- Attracting/retaining qualified staff

Delaware Division of the Arts
Arts Organization Survey: 77 respondents

How would you rate the importance of the following factors in a public agency's consideration of grant allocations?

- Rewarding excellence in programs and services
- Ensuring organizational stability
- Ensuring geographic distribution of funding
- Increasing public access to the arts (i.e., reaching underserved populations)
- Building arts participation (i.e., growing audiences)
- Encouraging creation of new work and supporting risk-taking ventures
- Considering the organization's success in garnering individual and/or corporate support
- Providing larger grants for fewer organizations (i.e., raise the bar)
- Rewarding inter-organizational efforts that demonstrate cost-savings...

Colors indicate:
- Orange: Should not be a consideration
- Blue: Not very important
- Purple: Moderately important
- Red: Very important
- Green: Extremely important
If the Division had to make choices, based on limited financial and human resources, how would you prioritize the value of the following programs/services of the Delaware Division of the Arts, assuming that higher-ranking items are the “essentials” for your organization and lower-ranking items are the “expendables.”

Arts advocacy (promoting public value of the arts)
Funding (grants)
Internet resources (online calendar, roster, website)
Information resources (Arts E-News, research studies)
Promoting Division’s programs & services
Networking (facilitating collaborations, Arts Summit)
Technical assistance (workshops, professional development/organization...)

1st  2nd  3rd  4th  5th  6th  7th
Arts Organization Survey: 77 respondents

Rate the following, as they pertain to Delaware and its citizens:

- Public’s awareness of the arts and their public value
- Public participation in the arts
- Public access to arts information
- Delaware as a positive and supportive environment for the arts
- Corporate and small business support for the arts
- Delaware’s support for arts education
- Integration of the arts into community/economic development
- Media coverage of YOUR organization
- Media coverage of the arts in general

Legend:
- Very weak
- Somewhat weak
- Moderate
- Somewhat strong
- Very strong
Focus Groups – Arts Advocacy

- Major obstacles to advocacy – public perception/apathy and lack of media coverage
- More effective advocacy could be achieved getting legislators to arts events, starting the dialogue about the importance of the arts and educating them on an ongoing basis
- All must serve as messengers at all levels, especially in our role as constituents
- Imperative to get Arts to the table – Need a strong face/voice - a policy level leader in government
- Get Arts leaders on boards, panels advisory boards of non-arts organizations to serve as messenger – with goal of improved statewide awareness of importance of the arts
Focus Groups – Capacity/Org Dev

- Key characteristics of strong organization include: strong vision of mission etc.; cohesive leadership (staff and board); commitment

- Biggest challenges: the economy and change in culture where more work and leaves less free time to contribute to an organization

- Large organizations: Challenges due to inertia and lack of innovation because of established practices; aging core base of donors and patrons

- Small organizations: limited resources are challenge but also afford an entrepreneurial spirit. Struggle to establish name ID and build core base
Focus Groups – Marketing

- With limited resources collaboration and partnerships key. Comes with challenges, but more pros than cons
- Local media coverage accessible and worthwhile. Regional and National coverage is highly sought after but difficult to achieve
- Division can help drive awareness and build connections within the community and the media. Act as information clearinghouse.
- Social media new hot trend in marketing the arts
Focus Groups – Sustainability

- Challenges/Needs: Improved communication and outreach to the public (communities, individuals, young people, families) and advocacy
- Funders placing greater emphasis on outcomes and accountability, scrutinizing how funds are spent
- With smaller budgets, the climate is more restrictive toward the mission of the giver
- Corporate philanthropy much more transactional
- Arts organizations need to communicate in measureable terms the value of the arts to the community, to economic development, and to education
Artist Survey: 167 respondents

How would you characterize your status as an artist?

- Full-time professional: 67 respondents
- Part-time professional: 62 respondents
- Practicing non-professional: 36 respondents

Delaware Division of the Arts
Artist Survey: 167 respondents

In what county is your primary residence?

- New Castle: 123
- Sussex: 25
- Kent: 12
Artist Survey: 167 respondents

What is your primary arts field/discipline?

- Visual: 75 respondents
- Literature: 38 respondents
- Film: 15 respondents
- Craft: 26 respondents
- Music/Music Composition: 5 respondents
- Dance: 1 respondent
- Dance/Choreography: 3 respondents
- Folk/Traditional: 1 respondent
- Literature: 1 respondent

Delaware Division of the Arts
Artist Survey: 167 respondents

Do you participate in any of the following Delaware Division of the Arts programs? (Check all that apply.)

- Opportunity Grants: 70
- Individual Artist Fellowships: 52
- Delaware Artist Roster: 42
- Visual Images Registry: 38
- Biennial Arts Summit: 30
- Workshops or other professional development: 36
Artist Survey: 167 respondents

If you do not participate in Division programs, please indicate why. (Check all that apply.)

- Not interested: 19
- Didn’t know about them: 17
- Too confusing/difficult: 14
- Too much time involved: 7
As an active artist, how would you characterize your ability to do each of the following:

1. Find opportunities to create new work
2. Find opportunities to present your work
3. Use of technology for marketing and promotion
4. Networking with other artists

Legend:
- Orange: Very weak
- Blue: Somewhat weak
- Purple: Moderate
- Red: Somewhat strong
- Green: Very strong
- Brown: N/A

Delaware Division of the Arts
Artist Survey: 167 respondents

Select the top THREE issues/challenges facing you as an artist today.

- Marketing/promoting my work
- Finding the time/resources to create new work
- Managing the business/management side of my work
- Promoting the importance of artists in community life
- Improving my artistic skills
- Networking with other artists
- Other (please specify)
If the Division had to make choices, based on limited financial and human resources, how would you prioritize the value of the following programs/services of the Delaware Division of the Arts, assuming that higher-ranking items are the “essentials” for you and lower-ranking items are the “expendables.”

- Arts advocacy (promoting public value of the arts)
- Funding (grants)
- Information resources (Website, Arts E-News, research studies)
- Marketing initiatives (DelawareScene.com, Artist roster)
- Networking (convening the arts community, Arts Summit)
- Workshops and technical assistance

Delaware Division of the Arts
Artist Survey: 167 respondents

Rate the following, as they pertain to Delaware and its citizens:

- Public’s awareness of the arts and their public value
- Public participation in the arts
- Public access to arts information
- Delaware as a positive and supportive environment for the arts
- Delaware’s support for arts education
- Integration of the arts into community/economic development
- Media coverage of artists’ contributions to society
- Media coverage of the arts in general

Legend:
- Very weak
- Somewhat weak
- Moderate
- Somewhat strong
- Very strong

Delaware Division of the Arts
Focus Groups – Artists

- Challenges: Advocacy of importance of the arts. Marketing and promotion; communication and connection with other artists, arts venues and the community

- Health Insurance a huge need in individual artists community, followed by legal assistance

- With limited resources, grants are highly valued. Division grants and advocacy highly important

- Division increase efforts to serve as clearinghouse to help artists fill gap in connections and access resources
CBO Survey: 11 respondents

What is the budget size of your arts programming?

- Orange: < $10,000
- Blue: $10,000 - $25,000
- Purple: $25,000 - $50,000
- Red: $50,000 - $100,000
- Green: > $100,000
CBO Survey: 11 respondents

Rate the following, as they pertain to your ability to manage and implement your arts programming:

- Diversifying revenue sources: 3 Very weak, 6 Moderate, 2 Somewhat strong
- Grant writing: 1 Very weak, 2 Somewhat weak, 4 Moderate, 3 Somewhat strong, 1 Strong
- Identifying/recruiting qualified staff to manage arts programs: 5 Very weak, 3 Moderate, 1 Somewhat strong, 2 Strong
- Partnering with arts organizations: 3 Very weak, 1 Somewhat weak, 4 Moderate, 3 Strong
- Impact on participants: 1 Very weak, 2 Somewhat weak, 8 Moderate
- Marketing/Promotion: 1 Very weak, 6 Somewhat weak, 1 Moderate, 3 Strong
- Program evaluation: 1 Very weak, 7 Somewhat weak, 2 Moderate, 1 Strong

Delaware Division of the Arts
CBO Survey: 11 respondents

Rate the following, as they pertain to your arts program's artistic goals:

- Quality of artistic programs/services: 4 Very weak, 6 Somewhat weak, 1 Very strong
- Connecting the arts programs to the organization's mission: 2 Very weak, 9 Somewhat weak, 0 Moderate, 0 Somewhat strong, 0 Very strong
- Program innovation: 2 Very weak, 5 Somewhat weak, 4 Very strong
- Recruiting/retaining qualified artists: 1 Very weak, 3 Somewhat weak, 5 Very strong, 2 N/A
CBO Survey: 11 respondents

Rate the following, as they pertain to your arts program audiences:

- Attracting new audiences
  - 1: Very weak
  - 3: Somewhat weak
  - 4: Moderate
  - 2: Somewhat strong
  - 1: Very strong

- Sustaining an audience base (e.g., return visitors)
  - 2: Very weak
  - 3: Somewhat weak
  - 5: Moderate
  - 1: Somewhat strong
  - 1: Very strong

- Cultivating individual patrons
  - 2: Very weak
  - 3: Somewhat weak
  - 3: Moderate
  - 1: Somewhat strong
  - 2: Very strong

- Broad public impact of arts programs
  - 1: Very weak
  - 2: Somewhat weak
  - 2: Moderate
  - 5: Somewhat strong
  - 1: Very strong
CBO Survey: 11 respondents

Select the top THREE issues/challenges facing your organization today, with regard to arts programming.

- Developing diversified and sustainable funding
- Maximizing operational efficiencies
- Attracting/retaining audiences
- Maintaining artistic quality
- Preserving the integrity of the mission
If the Division had to make choices, based on limited financial and human resources, how would you prioritize the value of the following programs/services of the Delaware Division of the Arts, assuming that top-ranking items are the "essentials" for you, and lowest-ranking items are the "expendables."

- Arts advocacy (promoting public value of the arts)
- Funding (grants)
- Internet resources (online calendar, roster, website)
- Information resources (Arts E-News, research studies)
- Marketing campaigns (of Division resources)
- Networking (convening the arts community, Arts Summit)
- Workshops and technical assistance
CBO Survey: 11 respondents

Rate the following, as they pertain to Delaware and its citizens:

- Public's awareness of the arts and their public value
- Public participation in the arts
- Public access to arts information
- Delaware as a positive and supportive environment for the arts
- Corporate and small business support for the arts
- Delaware's support for arts education
- Integration of the arts into community/economic development
- Media coverage of YOUR arts programming
- Media coverage of the arts in general

Key:
- Very weak
- Somewhat weak
- Moderate
- Somewhat strong
- Very strong
Arts Ed Survey – 71 respondents

What level(s) do you teach? (Check all that apply.)

- Elementary: 37 responses
- Middle/Junior High: 27 responses
- Senior High School: 17 responses
Arts Ed Survey – 71 respondents
Arts Ed Survey – 71 respondents

What is the general trend for each of the following in your school over the past five years?

- Quality of arts instruction
- Number of certified arts instructors
- Class time devoted to arts instruction
- Physical space devoted to arts instruction

Legend:
- Orange: Significantly decreased
- Blue: Somewhat decreased
- Purple: Remained relatively constant
- Red: Somewhat increased
- Green: Significantly increased

Delaware Division of the Arts
How would you characterize your ability to interact with arts colleagues in your school and/or district?

- We would like to, but don’t have an opportunity to convene for planning.
- We occasionally plan joint projects or activities that complement each other.
- We routinely engage in interdisciplinary curricular planning and project development.
- We prefer to maintain our discrete areas of instruction.

Delaware Division of the Arts
Arts Ed Survey – 71 respondents

How would you characterize your ability to interact with non-arts colleagues in your school and/or district?

- We would like to, but don't have an opportunity to convene for planning.
- We occasionally plan joint projects or activities that complement each other.
- We prefer to maintain our discrete areas of instruction.
- We routinely engage in interdisciplinary curricular planning and project development.
How would you rate your school’s interest in utilizing arts resources outside your school (theaters, museums, galleries, etc.) or bringing in outside artists (performers, visual artists, teaching artists)?
Arts Ed Survey – 71 respondents

How would you characterize the following in their support of the arts as an integral part of every child’s education?

- Students
- Non-arts teachers
- School-level administrators
- District-level administrators
- State-level administrators
- School board members
- Parents
- General community

Levels of support:
- Not supportive at all
- Somewhat supportive
- Moderately supportive
- Very supportive
- Extremely supportive
Arts Ed Survey – 71 respondents

Rate how the following affect your school’s ability to connect with the arts resources of the community.

- Awareness of what resources exist or how to access them
- Limited time in the school schedule
- Emphasis on “teaching the basics”
- Funds to take trips or bring in outside professionals (e.g., artist residencies)
- Transportation limitations (access to buses, etc.)
- Interest among school personnel
- General attitude about the value of such connections

Legend:
- Not important at all
- A little impact
- Moderate impact
- Strong impact
- This is a huge factor

Delaware Division of the Arts
Arts Ed Survey – 71 respondents

Rate the following, as they pertain to Delaware and its citizens:

- Public’s awareness of the arts in Delaware and the public value it sees
- Public participation in the arts
- Public access to arts information
- Delaware as a positive and supportive environment for the arts in general
- The general public’s support for arts education in the schools
- Integration of the arts into community & economic development
- Media coverage of the arts

Legend:
- Very weak
- Somewhat weak
- Moderate
- Somewhat strong
- Very strong

Delaware Division of the Arts
Focus Groups – Arts Education

- Obstacles: money, staffing, time, transportation
- Strong difference of opinion in group regarding representation of arts in Delaware schools
- Advocacy crucial at this time. Growing need for community partnerships and education of communities and families
- Division and Council should step up role in this arena