Model of State Arts Agency (SAA) Values and Actions to Broaden, Deepen, and Diversify Participation

(1) **Policy Context and Perspectives** Levels of Value Chain for SAAs	(2) **Central Drivers/Motivating Assumptions** Can be empirically determined	(3) **Policy Tools and Actions Available to SAAs** Relate to columns 1 and 2	(4) **Policy Results: Desired Outputs & Outcomes** Ideally related to column 2 and identified for each policy perspective	(5) **Sources of evidence and Indicators of progress** Identify for each policy perspective
Authorizing Environments for SAAs - Legislature/Governor - Other elected officials, e.g., mayors - Citizen advocates and cultural advocacy groups - Major arts organizations - Range of special interest groups connected to related purposes, e.g., education advocates, economic development interests, tourism - Media and critics - Professional overseers/standard-bearers, e.g., NEA, NASAA	Fulfillment of a wide variety of established public purposes—such as education of youth, community economic revitalization, crime reduction—purposes that are relevant to current public demands and influential special interests Personal commitment to the arts. Survival in political process by responding to interests of constituents.		Political officials/advocates acknowledge arts as optimal vehicle to meeting critical public purpose(s)	Legislation; public record of testimony
SAA Operating Environment-- SAAs and their public agency partners/ collaborators - SAA leadership, staff, council - Other state agencies, e.g., education, transportation, economic development, health and human services, libraries	Ensuring support for the arts and promoting and demonstrating the value of arts; demonstrating connections/the value of arts within prevailing public values; agency survival, stability, sustainability, growth of revenue and prestige; NEA-type expectations, e.g., addressing the underserved, promoting arts education Meeting goals of other agencies through vehicle of the arts	Train own staff to understand participation concepts Strengthen relationship with/capacity of intermediate arts structures ⟶ Build joint programming with other ⟶ cultural agency partners to expand reach	Increased recognition of value of arts/ connection other public values; allocations by other agencies to arats purposes *EX:* *Regional groups grow their own* ⟶ *capacity to develop/allocate resources and groups are aligned with SAA goals* *EX:* *Recognition by other agencies of the* ⟶ *unique contribution of SAA to highly valued public purpose* *Policymakers see SAA as initiator maximizing value for all* *Arts organizations see SAA creating possible opportunities for other funders*	Leveraged dollars; changes in procedures/ policies/ allocations/ operations of SAA and other public agencies *EX:* *Increases in regional budgets from sources other than state; satisfaction of regional & SAA with mutual roles* *EX:* *Initiations: Cultural agencies seek SAA as partner* *Interviews with policymakers/public record testimony* *Arts organizations' evaluation of service of SAA*
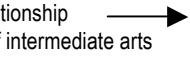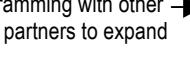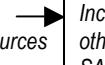
SAA Extended Operating Environment or intermediaries • **Profit and non-profit arts organizations:** - Producers and presenters - Museums and galleries - Arts service organizations - Arts schools - Local or regional grant making intermediaries - Stewards/Board members of arts organizations	Mission fulfillment including promotion of the canon, exposure to and furthering of art form(s); providing opportunities for creative expression; service to community (broadest sense); institutional benefits such as stability and sustainability	Provide TA in marketing to arts organizations Support arts organizations to expand and strengthen audiences via learning community approach →	"Field" trends, e.g., changes in opportunities, practices, activities; new approaches to audiences, marketing, PR; change in Board composition *EX:* *New ways of operating to keep & attract audiences; sharing approaches with other groups* →	Policies; allocation of resources; programming changes; personnel *EX:* *Dissemination of successful participation practices to other arts organizations*
• **Non-arts organizations that offer arts programming:** - Schools, Libraries, and towns/ cities - Social service organizations - Faith-based organizations - Stewards/Board members of non-arts organizations	Mission fulfillment through the vehicle of the arts: civic participation, community building, educated citizenry, individual and group development	Create partnerships with new types of non-arts organizations to be presenters	Changes in opportunities, practice, activities, and relationships with arts providers and artists	
• **Artists:** - Professional and amateur - Creators and performers - Individuals and collectives	Personal benefits and alignment with individual values such as support of work, freedom of expression, opportunities to learn and express oneself	Identify informal and individual artists	More artists and diverse artists taking active role in broadening, deepening and diversifying participation	
Participant clients (the public) - Spectators and responders - Consumers - Inclined, disinclined, and uninclined - Formal and informal - Stewards/volunteers/donors	Personal and group benefits such as deepening understanding, productive use of leisure time, emotional fulfillment, family bonding, strengthening group identity, affinity to place/heritage, personal transformation	Learn more directly from the public about their preferences Raise general awareness of public through marketing/public relations Provide support to arts organizations from disabled, rural, low income communities to expand audiences Provide arts activities in atypical settings	"Population" trends, e.g., changes in attendance/ participation behaviors and perceptions; more pro-active in creating demand for wide range of arts options	Audience figures/composition; participant profiles; general population and audience surveys
Participant citizens --Taxpayers	Execution of fiscal and social responsibility as public agency.		Awareness of public role in arts and general agreement with role. Agreement that agency is operating well, efficiently and fairly.	

Practical and Political Tools: Aligning Values, Actions, and Measures of Progress

Basic concept: The table lays out a generic base for locating concepts of participation within a framework of concepts of public value and motivating values of different groups. The purpose of the table is to serve as a base for further development of the types of outcomes and measures related to SAA actions to broaden, deepen, and diversify creators, stewards, and spectators.

Column 1:
- Levels of the value chain that affect the operation of SAAs—major clusters of actors that SAAs need to be concerned about and consider as they determine optimal actions.

Column 2:
- Motivating assumptions are those beliefs/assumptions/understandings that motivate individuals and clusters of individuals (organizations, Boards, agency, collectives) to prefer certain policies over other policies—that is, to prefer particular lines of action that have implications for the allocation of public resources.

- Individuals and role groups in different places in the value chain are likely to be motivated by different beliefs/values/assumptions—some (maybe most?) of those motivations are related to concepts of participation. For example, members of the authorizing environment might hold in common the belief that promoting creative expression supports intellectual development in young people; staff and Boards of arts or non-arts organization might share a mission-inspired value that all citizens have the opportunity to participate in the art forms of their choice.

- One "product" for SAAs to be developed from the table is a "menu" of motivating values related to participation as well as a menu of other motivating values associated with different levels of the value chain. SAAs could use these menus in planning policy actions, that is, testing out the primary motivations within their state context and recognizing places where other values are strongly competing with values related to participation.

Column 3:
- Another product for SAAs is an organization of different types of policy actions that can be used to fulfill/match clusters of motivating values (column 2)—the goal being to find policy actions that maximize the alignment to motivating values held by different levels of the value chain and have the best chance of producing desired outcomes.

Column 4:
- Outputs and outcomes refer to the ultimate purpose of the underlying motivating values that SAAs (column 2) are trying to fulfill through SAA policy actions (column 3). These statements describe the goals SAAs intend to pursue and reach based on identified strategic actions. These statements become a base for building indicators of progress or chain of indicators for monitoring progress toward the desired outcomes.

Column 5:
- This column provides suggestions of evidence to use to show the connection between motivating beliefs (column 2) and SAA participation actions (column 3) at the intended level of the value chain (column 1). SAAs can identify a continuum of evidence demonstrating they are making progress toward desired outcomes. For example, if the value of interest is about all citizens having the opportunity to participate in the art forms of their choice, several stages of evidence come to mind: increased proportions of arts organizations offering discounts to low income people; decreased percentage of citizens citing economic or other barriers to participating in the arts; equitability of participation in the arts across various population subgroups. These indicators of progress relate to participation and are at progressive levels of depth.

- Data sources will be different depending on the intended outputs and outcomes and the level of evidence.