



MEASURING ARTS INGENUITY

2014-2018 Strategic Plan Addendum

ARTS INGENUITY - A Strategic Plan for the New Hampshire State Council on the Arts 2014-2018 assures the citizens of New Hampshire that our goals and objectives have been developed through broad public input and that public funds will be directed responsibly. In order to determine if we are really making a difference with our efforts, the State Arts Council has developed performance measurements that are authentic to our needs, and strike a balance between our aspirations and our capacity.

Historically, the State Arts Council has utilized metrics that are defined by our reporting requirements to the State of New Hampshire and the National Endowment for the Arts. These are extremely helpful measurements that we will continue to utilize. Additionally, we have assessed areas where we would like a greater understanding of our progress and have identified metrics to fill those gaps. In doing this, we considered what information would have the most value, how to automate collection of quantitative measurements wherever possible, and how best to capture and use qualitative information.

We recognize that this is the beginning of a process and that need periodic refocusing and adjustment to our environment over the next five years. We will implement these measurements intentionally and incrementally to allow a comprehensive and holistic view of our achievements and our challenges. Check-ins will occur at dedicated staff meetings, debriefings following major programs and events, during staff performance evaluations, and at an annual staff retreat.

Our approach is organized around the four basic operational domains of our work that interlock with the goals of our *Arts Ingenuity 2014 – 2018* plan:

- **Grantmaking**
- **Programs & Services**
- **Information & Communications**
- **Agency Capacity**

OVERALL OUTCOMES WE ARE SEEKING REFLECTED IN OUR GOALS

G O A L 1 STRENGTHEN THE ARTS

New Hampshire arts organizations and artists are strengthened both administratively and artistically; they drive economic growth and enhance the quality of life in communities.

G O A L 2 ARTS LEARNING

People of all ages have access to arts learning experiences and build their capacity for creativity and innovation.

G O A L 3 ARTS INCLUSION

Diverse and underserved populations have access to the arts; heritage-based artistic traditions thrive.

G O A L 4 ARTS AWARENESS

There is greater public awareness of what the arts contribute to New Hampshire's quality of life and economic well-being, and increased support for public investment in sustaining the arts in New Hampshire.

G O A L 5 EXPAND CAPACITY

The State Arts Council's capacity to serve the citizens of New Hampshire is enhanced through increased funding and staff resources.

GRANTMAKING

We plan to expand upon our current methods of capturing applicant and grantee data in order to gain a broader understanding of the impact of our funding and measure change in the status and performance of arts organizations and artists. We will give special focus to developing tools that gather meaningful data on how we are meeting the needs of underserved audiences. As we transition to online granting, we expand into assessing outcomes (e.g. *“How did our funding make a difference?”*, *“Is the quality of applications improving over time?”*, *“If not, can we determine what is slowing improvement and provide relevant professional development opportunities?”* etc.). (Goals 1, 2 and 3)

STEPS TO MEASURING

Establish NHSCA Grants Dashboard:

We will work with our grants management database provider, Bromelkamp, to set up a new “NHSCA Grants Dashboard” report. We will begin with the data we currently collect from grant applicants and grantees, which is primarily based on standard NISP codes. We will include data gathered from a new approach to final reports (see below) and factor in new NEA reporting requirements. The report will present information by applicant/grantee and also distill information in a summary manner, allowing a view of data over a number of funding years so we can easily view longitudinal progress of our arts organizations and the impact of our funding. It will also allow us to see the impact of pilot grant initiatives that meet emerging needs of underserved populations and drive innovation in the state.

We would like the NHSCA Grants Dashboard to align with information the State Arts Council is required to submit at the beginning of every state biennium budget cycle and that utilizes “input/output” models and align with information that must be presented in biennial financial reports to Governor & Executive Council. This should allow us to have a more efficient bridge

between our plan and the state’s budgetary and reporting

METRICS TO MEASURE

Applicant Data:

- applicant basic contact data including new NEA locator info
- contact info for member of Board serving as the “Advocacy Representative”
- grant \$ requested (by category)
- # grants awarded (by category)
- grant \$ awarded (by category)
- source of funds (SAA/NEA(w/ NEA type)
- % funded in relation to % requested
- \$ % funded in relation to \$% requested
- # grant apps received (by category)
- # grants funded (by category)
- # of pilot initiatives supported
- \$ invested in pilot initiatives
- # of AIE-STEAM-related projects/\$ awarded
- #/\$ grants awarded for projects benefitting underserved audiences
- geographic distribution of funds

Grantee Final Report Data:

requirements.

Establish On Line Final Reporting:

As a first step to automating our grant system, we will implement the electronic submission of final reports for FY15 grants through a simple online survey tool such as “*Survey Monkey*.” The report will include standard NISP code information, new reporting requirements of the NEA and OMB (SFY2015 & 2016) and a few unique fields specific to our plan. Again, we will contract with Bromelkamp to create a bridge that links the final report information submitted with Pearl to generate reports.

We also want a tool that will allow for efficient harvesting of case studies provided in the narrative section of final reports that can be used in a variety of ways, including features for “Spotlights” on the agency website. We will have a code inserted where grantees can indicate if the project involved “underserved individuals or communities” to further measure the impact of grants to these constituents.

We also want to track the number of volunteers, the hours that they contribute and the value of this in-kind volunteer support. We believe this will tell a compelling story about the engagement of NH’s citizenry in the arts throughout the state.

In an effort to design a final report form and method of submission that is workable for our constituents, we will first assemble an ad hoc committee consisting of grantees and invite them to serve as a test group.

- grantee basic data including new NEA activities locator info
- \$ total project cost minus NHSCA grant amount
- \$ NHSCA grant amount
- \$ value of in kind contributions
- # of volunteers
- # hours of volunteer time
- \$ value of volunteer support (using independent sector valuations¹)
- # individuals benefitting
- # communities benefitting
- # artists involved
- # NH Artists involved
- % arts education
- # underserved audiences served
- summary narratives for use in agency publicity



¹ See http://www.independentsector.org/volunteer_time.

Establish a Panelist Dashboard & Improve Quality of Panel Review Process:

We want to create a Panelist Dashboard report within Pearl that will allow us to efficiently gather information on panelists and the panel process. Initially, the report will present information on the geographic spread of individuals serving on our panels within any given fiscal year and across years, so we can get an overview of whether we have adequate geographic representation across the state.

Panel Review Process:

The NHSCA conducts an exemplary panel review process using professional standards. However, we want to take a closer look at the degree of variability between rankings given by the individual grant panels and improve consistency and objectivity across the panels to assure applicants of a fair, impartial, and transparent review process. To address this issue of variability, we plan to revisit the ranking system and terminology associated with the numbers and add Panel Ranking to the NHSCA Grants Dashboard (above).

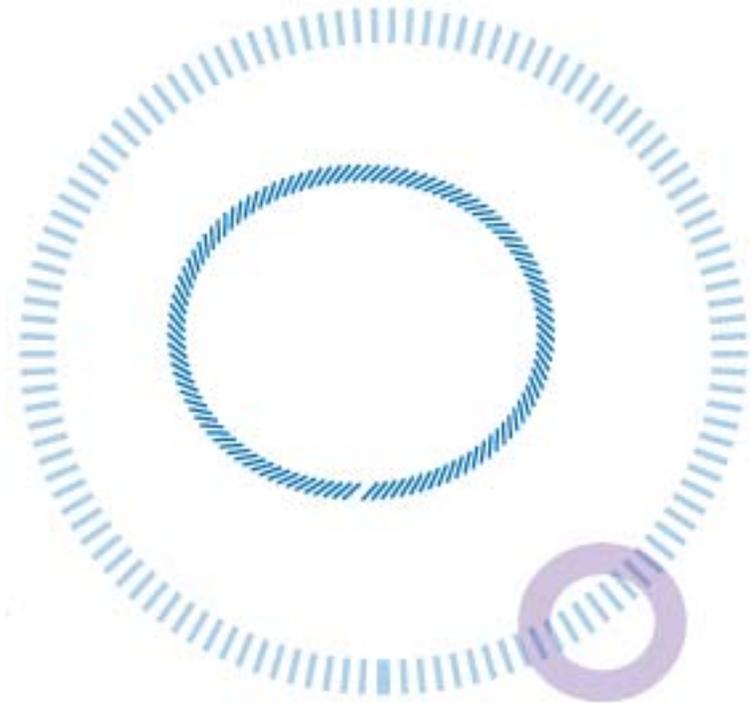
We also want to develop stronger evaluative skills of panelists. To do this, we plan to revisit our written “panelist guidelines” and explore creating a new orientation program for panelists.

Grantee Review Data:

- panelist contact fields consistent with the Pearl CList
- geographic region represented
- grant category(ies) served on
- fiscal year of panel(s)

Panel Review Process:

- date ranking numbers and evaluative language associated with them are revisited
- date revised panelist guidelines are published
- date a panelist orientation program is implemented



PROGRAMS & SERVICES

While we are finding a number of benefits accruing from special projects and partnerships, we currently have no mechanism to capture data and measure impact. We plan to develop new automated and integrated systems for tracking the impact of our “non-grant” services in order to better assess impact and change over time. We will give special focus to developing tools that gather data on meeting the needs of underserved audiences. (Goals 1, 2, 3 and 4)

STEPS TO MEASURING

Establish a Special Projects & Partnerships Table in Pearl:

We will be working with Bromelkamp to implement a new “Non-Grant Services” system/table within Pearl and supporting reports. The system will allow us to harvest data and track impact of important special projects and partnerships that are funded outside our competitive grants. These projects include artist workshops, organizational workshops, professional development support for constituents to major conferences, annual showcases of Traditional Arts Apprenticeship grantees, exhibits, honorific presentations such as the Governors Arts Awards, receptions, convenings of the NH Creative Communities Network, the Commissioner’s Cultural Roundtables, etc.

We would like this new system to be event-based, but will explore if it is possible to enter key names of individuals participating so we can expand our contacts, track levels of engagement and capitalize upon this information for advocacy. To do this we will inquire about creating automated bridges between “registration software” such as Eventbrite and Pearl.

Convert Method for Workshop Registrations & Evaluations:

Currently, we use an email response system for registering individuals for workshops, conferences, and training sessions. We use a paper-based system for evaluations. For those events

METRICS TO MEASURE

Special Projects & Partnerships Data:

We envision an event-based system that connects with Pearl CList & Contacts Tracking systems, as is feasible:

- name of event/partnership
- type of activity (with self-populating pull down menu)
- name/s of partner/s
- \$ total project costs; NHSCA \$ portion; other \$ portion
- # participants
- # volunteers; # hrs.
- \$ value of volunteer time
- comments field for outcomes

Reports will be established from this new system to help us view:

- # of programs by type (meetings/convenings, award events, exhibits, etc.)
- \$ invested in programs and services over time
- impact of programs and services over time

Registration & Evaluation Data:

- contact info aligned with Pearl CList and the special projects and partnership key event field
- measures of satisfaction/quality culled from multiple responses to questions on participant evaluations

appearing in the Special Projects and Partnerships Pearl system (above) that require registration of individuals, we want to explore utilizing a fully integrated system such as Eventbrite for registration and evaluation (through a linkage with Survey Monkey²) with Pearl.

Expand on Measures for Poetry Out Loud:

We currently evaluate Poetry Out Loud through metrics specified by the NEA, with some additional information unique to New Hampshire, such as the dollar value of scholarships offered by NH colleges and universities to champions.

Additionally, we ask participating teachers and champions competing at regionals and the State Final to complete evaluation forms. We would like to explore automating the evaluations.

Poetry Out Loud Data:

- # students participating
- # schools participating
- # teachers involved
- # of judges
- # of regional competitions
- # of co-sponsorships
- # of ancillary events
- \$ of in-kind contributions, scholarships
- Satisfaction rankings

Conduct Surveys of Artist Roster Members:

In order to improve our artist rosters, we would like to conduct two specific “artist roster” surveys (one to artists and one to “user” organizations).

NHSCA maintains three juried artist “rosters” (arts education, health care and traditional arts). As the rosters have evolved over time, we find that we need to redefine the criteria for inclusion and assess the benefits of membership from the point of view of artists and “user” organizations/venues. Additionally, we need to direct those grandfathered into the NH Artist Roster initially juried for touring arts and community arts, to the New England Foundation for the Arts’ new *CreativeGround* site.

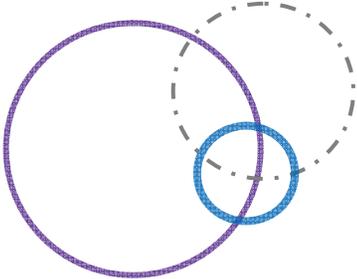
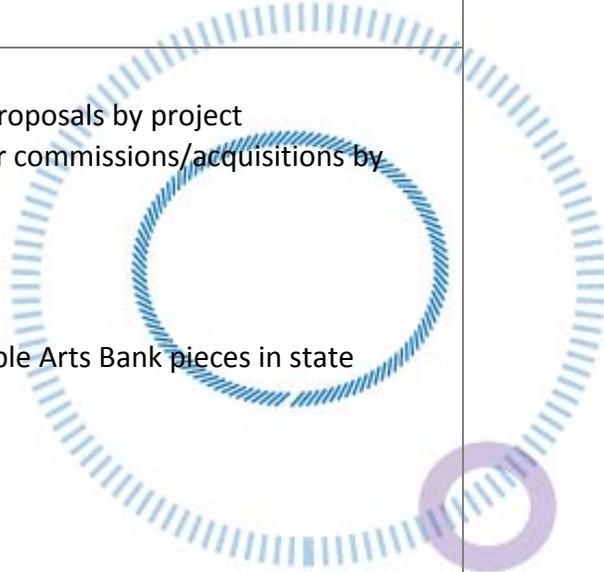
Explore a Non-juried Artist Directory:

Artist Roster Data:

- # roster artists, by discipline
- # of roster applicants
- # listed on *CreativeGround*
- characteristics of artists (geographic region, disability status, etc.)
- #/\$ residency engagements attributable to roster listing
- #/\$ non residency presentations made
- satisfaction rankings from artists
- satisfaction rankings from “user” organizations
- narrative evidence of impact from users

Non-juried Artist Directory – Related Data:

² http://help.eventbrite.com/customer/en_us/portal/articles/807026-eventbrite-and-surveymonkey

<p>We also want to explore the value of creating a NH-based non-juried directory for non-professional performance groups, visual artists, and writers. We feel this might help us establish broader relevance with a broader range of artists and with communities looking for artists to present in community settings. To assess this move, we will convene an ad hoc advisory group to assess some value numbers to see if NHSCA should move in this direction or refer to NEFA's <i>CreativeGround</i> site.</p>	<ul style="list-style-type: none"> • estimated # of towns with seasonal programming that feature nonprofessional artists • estimated # of nonprofessional performers, visual artists, and writers who might benefit from a non-juried directory • \$ cost of implementing a non-juried portal to the NHSCA website.
<p>Establish Evaluation Protocols for Percent for Art: With this plan, we hope to implement some strategies and measure feedback that will help us gain a broader view of the program. Currently, we administer new acquisitions and commissions for state buildings with efficient administrative practices. Once artwork is acquired, we retain responsibility for long term stewardship and employ professional collection management standards in the care and maintenance of the State Art Collections.</p> <p>New Feedback: We want to introduce some methods for gathering feedback on the satisfaction level of artists involved in the program, feedback from Site Selection Committees who select the artwork, and the general public who engages with the artwork in public buildings.</p> 	<p>Percent for Art Data:</p> <ul style="list-style-type: none"> • # of artists submitting proposals by project • # of artist contracted for commissions/acquisitions by project • \$ expended on projects • location of projects • # artworks in collection • # requests for re-locatable Arts Bank pieces in state buildings • # of artworks repaired • # of artworks moved <p>New Feedback:</p> <ul style="list-style-type: none"> • ranked satisfaction level from artists and Site Selection Committee members about effectiveness of process and suggested improvements • narrative feedback from building occupants about the impact of the art work and interpretive strategies 
<p>Partner for Measures on Military & Veterans Services: As this is a relatively new and unique initiative, we plan to explore</p>	<p>Military & Veterans Services Data: Blue Star Museum data: (by institution)</p>

ways to measure progress. Initially, we plan to contact New Hampshire museums that are members of the [Blue Star Museums program](#) and ask them if they are willing to compile statistics on military families taking advantage of the program. We will ask partners in delivering arts services to military and veteran families to keep statistics on impact.

- # attendees
- date of visit
- # Repeat visits
- town/city of attendees
- types of activity



INFORMATION & COMMUNICATIONS

We want to broaden the reach of our communications geographically and across sectors, improve the functionality and usefulness of our website, and capitalize more on our social media to be of better service and build awareness of the value of the arts. (Goals 1 and 4)

STEPS TO MEASURING

Convert Method of Sending E-News:

We will explore transitioning from our current system of sending bulk emails directly from Pearl, to a system of exporting from Pearl to a commercial email service provider (such as “Constant Contact” or “Vertical Response”) that can provide more robust analytics for our [e-news services](#) (Art Starts and E-Opps).



METRICS TO MEASURE

Communications Data:

- # of subscribers on the Pearl Contracts Tracking E-News list
- # of towns/cities represented by subscribers
- # and types of constituents represented by subscribers
- # that unsubscribe annually
- # e-mail communications sent out annually
- aggregated # of new e-Opps compiled and sent out annually
- # of emails unopened
- # of bounce backs

Expand Upon Analytics for Websites:

NHSCA maintains two websites: the agency’s primary website for communication is www.nh.gov/nharts; the agency’s educational

Websites Data:

- # unique visitors (on specific areas and content for www.nh.gov/nharts & www.nh.gov/folklife)

website for heritage and traditional arts is www.nh.gov/folklife. NH Office of Information Technology is prepared to provide support for the redesign of both sites in 2014 to create more intuitive and contemporary navigation, to code both sites so they can be displayed on a variety of hand held devices, and to render them both ADA compliant.

Using the NH Office of Information Technology (OIT) analytics program, we can track activity on both sites. As part of the redesign, we will ask the State of NH OIT department to install Google Analytics code on the site, so we can have a more robust means of tracking website usage data.

To draw more search traffic to the websites, we will explore the possibility of purchasing keywords (e.g. "Google Ad Words") and advertising on Facebook.

In preparation for this transition, we plan to analyze the traffic to our website on a more regular basis and convene an ad hoc committee of constituents to provide input and feedback.

As part of the redesign of the "folklife" website, we plan to create a portal for homeschoolers and "English as Second Language" students, and track impact.

In response to a recent observation that traffic is coming to the "nharts" website from "Visitnh.gov", we will explore how to provide content relevant to visitors to NH.

We will work with our partners, the NH Department of Education and the Arts Alliance of Northern NH, to track usage of the [Arts Learning Network website](#).

Continue Specialized Research:

As a state arts agency, we value the importance of high-quality research in measuring aspects of the arts sector in New Hampshire. Over the last three years, we have sponsored several important

- geographic location of visitors (to understand our constituents)
- referring domains (such as NH school websites, tourism websites, etc.)
- keywords used to find websites (to guide online keyword placements)
- duration of time on websites (to determine "stickiness factor" on websites)
- social media referrals (to determine where we are seeing more social activity)



Usage of Research Reports Data:

- #/type of research studies
- # downloads of research reports from NHSCA website
- # reports distributed through other means (email blasts,

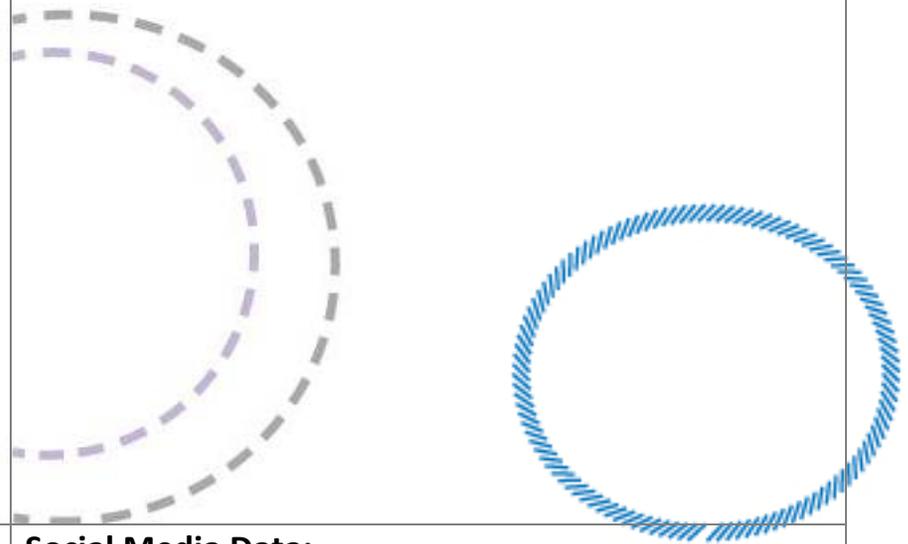
research studies including one on arts and the economy, one on arts in education, and surveyed for arts in health care issues. We also carry out regular documentation of traditional arts apprenticeships and new field work in traditional arts. This research helps to inform both major and more nuanced direction for the agency.

We plan to work closely with NH DOE to build upon the 2010 Measuring Up Survey to develop a regular scorecard on the status of arts education in public schools using the data that DOE collects and make this available periodically through reports posted on NHSCA & DOE websites and social media. To augment this important data, we currently have a unique opportunity to work with the New Hampshire After School Learning Network to survey the arts-based content of the after school programs.

We also plan to work with the Commissioner's office to forge new partnerships aimed at gathering data and outcomes related to the creative economy and tourism (e.g., Center for Public Policy, State of NH Travel & Tourism, etc.).

etc.)

- \$ secured from private donors to support research studies
- # traditional artist apprenticeship grantee audio interviews, transcripts and photographs in UNH library archives



Track Social Media:

We have a very strong Facebook fan page, a newly launched Heritage & Traditional Arts blog (<http://nhheritagearts.blogspot.com/>) and the Commissioner and DCR Public Information Officer maintain a Twitter account. We plan to track social media followers and invite our grantees to post photos from their projects to draw more activity to the account and create a more interactive site.

Social Media Data:

Facebook:

- # Facebook followers, "Likes/Fans"
- demographic data on Facebook Insights
- # of views for individual postings
- # of shared posts
- # of comments
- # of shared photos

Heritage & Traditional Arts Blog:

- # of page views
- # blog subscribers
- diversity of traditions shared through guest blog posts

- # of “likes” & “shares” from NHSCA Facebook fan page
- DCR Twitter:**
- # of Twitter followers
 - # of arts tweets

AGENCY CAPACITY

In order to meet the responsibilities and aspirations of the agency, we need to build up the capacity of the agency through an increase of state funding, ensuring that professional development opportunities are available for staff, and upgrading to current technology and other tools. (Goal 5)

STEPS TO MEASURING

METRICS TO MEASURE

Compile Agency Funding Stats and Make Available:

We will provide accurate and timely information to Councilors and the NH citizen’s advocacy group to support their efforts to increase agency funding. We will also gather information verifying that grantees are expressing support for the agency budget to elected officials. We will ask Councilors to make presentations to the boards of our Public Value Partnership Grantees and elected officials.

Agency Funding Data:

- past funding with impact stats posted regularly to NHSCA website
- # case studies and value statements culled from grantee and partnership reports and used for promotion of agency
- # of Councilor presentations to arts organizations and community groups in support of the agency budget
- # of letters written to legislators (new field in Pearl)
- # meetings with legislators (as reported by Councilors)

Incorporate Assessment of Professional Staff

Development into Annual Performance Evaluations:

The NH State Council on the Arts is fortunate to have a dedicated and experienced staff. We will continue to cultivate excellence and accountability in our staff through shared leadership (e.g. rotating facilitation of staff meetings), provisions for professional development opportunities (attendance at conferences and trainings), performance review goals that focus on strategic plan priorities, and staff planning retreats that focus on improvement and assessment.

Staff Development Data:

- # of professional development opportunities
 - \$ spent on professional development
 - # staff (FTE)
 - # years staff tenure
 - # of contractors augmenting staff/carrying out projects
 - # of interns/volunteers used
- progress on identified goals, objectives and strategies in strategic plan



Technology:

The Council will continue to work with NH Office of Information Technology and DCR Business Office to ensure that staff receives timely upgrades of hardware and software, as well as adequate training on these systems.

Technology Data:

- # software and hardware upgrades received
- staff satisfaction with technology systems and any efficiencies resulting from them (addressed during annual performance evaluations)

