

## ***Indiana Arts Commission Programs and Functions***

For more than 40 years, the Indiana Arts Commission (IAC) maintained as its central mission connecting the people of Indiana to the arts. Throughout its history, the IAC has been dedicated to building on a legacy of results-oriented programs and services. Guided by the vision of a statewide, 15-member board of gubernatorial-appointed commissioners and a nine-member staff, the IAC works to serve the cultural needs of our state while advancing the arts as a critical part of Indiana's quality of life, education, and economic development.

The agency is divided into four central departments: administrative, grants administration, marketing, and programs. The program department is often viewed as the heart of the IAC, overseeing and facilitating the delivery of all statewide programs, services, and grants. The other three departments support program endeavors through administrative functions, technology support, marketing and visibility, and grants management.

### ***Specific Programs/Services:***

One of the central elements to the IAC's history of success has been its Regional Arts Partnership program. Now more than a decade old, this model of decentralized service delivery has been modeled in other states for not only bringing the delivery of grants and services to a regional level, but also the decision-making process. The Regional Arts Partner organizations are each qualified, nonprofit or public organizations with the experience and capacity to serve multiple counties in a regional structure. Each Regional Partner is annually awarded a grant that includes three distinct allocations for:

Technical Assistance services: This provides the Regional Arts Partner with resources specifically focused on projects that help strengthen community-based cultural organizations in their regions, or for a specific project they themselves plan to initiate.

Regional arts organization and project re-granting: This block grant allocation permits the Regional Partner to provide their region with annual grants to more than 350 arts and cultural providers and programs statewide. All grants serve as incentive for developing and strengthening communities to plan and implement quality arts activities. All funding decisions are made on the regional level in an open process involving citizens from the regions in the allocation of public funds to support the arts.

Regional Art Partner Operation Support: This funding, restricted to those Regional Partners that are arts organizations and provide their own local arts programs, festivals, concert series, exhibition and performance space, and local arts education assists the Regional Arts Partner in providing sustained, quality arts and cultural opportunities.

Regional Arts Partners also provide information and referral services to ensure that information about, and linkage to arts activities, services, and resources is provided to the general public, artists, and arts providers in their respective regions.

In addition to the Regional Arts Partner program, the IAC also administers core direct grant programs for individual artists (Individual Artist Program), arts education projects (Arts In Education), grants to improve the operating capacity for struggling arts organizations (Technical Assistance), grants for specific services in multiple regions or statewide (Statewide Arts Service Organizations), and operation and technical assistance for large, statewide organizations providing programming and educational services to multiple regions or on a statewide level (Arts Operating Support for Multi-Regional).

## ***Accomplishments, Challenges and Program Changes***

Over the past year, the IAC has diligently worked to realign and reconfigure its internal and external structure to maintain service delivery while maximizing efforts to reduce spending where possible and critically assess every program allocation. Grant program applicants are required to show how they plan to address the following key components of the IAC's strategic priority areas:

- **Building Stronger Arts Organizations**
- **Developing Communities through Arts Partnerships**
- **Revitalizing a Creative Economy and Workforce**
- **Advancing the Role of the Arts In Education and Personal Development**

Building Stronger Arts Organizations, particularly in a time of economic challenge, is not easy but lies at the very foundation of a major realignment of IAC grants administration approved in early 2010.

This has not been accomplished without significant challenges, but the IAC has taken to heart meeting these challenges through the same common sense principles advocated by Governor Daniels to reduce spending by reallocating available resources to key priorities. In addition to other administrative cost-cutting, two full-time staff positions (the equivalent of 20%) have been eliminated from the IAC's organization chart. In addition, the IAC has made the following cuts and reductions to maintain support and services to Indiana's community-based cultural organizations:

- Funding was eliminated for the Presenter Touring Program
- Funding was eliminated for the American Masterpieces Program
- Funding for the Individual Artist Program was reduced by 20%
- Funding for Major Arts Organization grants was reduced by 23%
- Block grants to the IAC's Regional Arts Partner programs were scaled back by 21%

While these measures helped in part, the IAC realized more needed to be done either through additional cuts to programs and services, or restructuring the grants administration program.

After several months of development and public input, the IAC took a bold approach to reallocate available resources. The IAC realigned much of its service delivery system to enhance accountability and provide a more level playing field for organizations of similar size providing similar services. This realignment of service delivery has allowed the IAC to maintain a significant portion of its decentralized regional service delivery system, focus targeted services on small and midsized arts organizations, and provide grant funding at or slightly above pre-budget reduction levels.

We appreciate the administration's efforts to focus on programs that demonstrate a proven level of achievement in providing significant impact to the citizens of Indiana. There have been significant accomplishments for the IAC in the past year as well.

The IAC was the only State Arts Agency in the nation to receive the National Accessibility Award from the National Endowment for the Arts (NEA) for the creation of ArtsWORK, a partnership effort designed to assist Hoosiers with disabilities seek careers in the arts. Not only was the IAC the only state arts agency to receive this award, it was among four to receive a follow-up grant from the NEA and UCLA to continue its work.

The IAC organized two technical assistance workshops in 2010 designed to assist arts organizations with key issues of board development, volunteerism, and fundraising during challenging economic times. These workshops were facilitated by nationally known experts in the fields, and attracted participants from all 12 of its regions across the state.

The IAC continues to work in partnership collaborations with other state agencies, nonprofits, and public entities that impact or are impacted by the arts. These efforts include:

- Office of Lieutenant Governor, Department of Agriculture, Office of Community and Rural Affairs, and Department of Tourism as part of the Indiana Artisan program;
- Indiana University as part of the Traditional Arts Indiana project;
- Indiana University School of Philanthropy;
- IUPUI's School of Public and Environmental Affairs;
- Ball State University, Hanover College, Butler University, and Valparaiso University as part of the strategic planning initiative;
- Office of the Governor for the Governor's Arts Awards program; and
- Most recently the launching of the unfunded, legislatively-directed Statewide Cultural Districts program for the communities of Bloomington, Carmel, and Lafayette / West Lafayette.

### ***Biennial Budget Program Objectives for FY 12/13***

In fall 2010, the IAC will facilitate a series of listening tours across the state of Indiana to share with the general public and the IAC's constituents details of the agency's new five-year strategic plan. As previously mentioned, key priorities set forth in this new five-year plan are:

#### **Building Stronger Arts Organizations**

- Help arts organizations strengthen fundraising efforts
- Assist arts organizations with developing new audiences while maintaining existing support
- Strengthen arts organization efforts to expand diversity in audience and board participation

#### **Developing Communities through Arts Partnerships**

- Establish a leadership model for developing creative partnerships
- Explore new opportunities to reach rural and underserved communities through creative partnerships

#### **Revitalizing a Creative Economy and Workforce**

- Encourage artists to develop partnership opportunities with local small business development
- Assist communities with exploring potential development of artists' spaces
- Work with communities interested in developing cultural districts

#### **Advancing the Role of the Arts in Education and Personal Development**

- Encourage arts organizations to work in partnership with Indiana education system
- Help artists enhance teaching skills and seek classroom opportunities to share those skills
- Assist teachers and schools in seeking Hoosier artists for in-classroom opportunities to incorporate the arts in learning

Direct grants from the IAC continue to be managed through an online grant system. This service will be enhanced over the course of 2010 to provide the IAC with greater flexibility in building and customizing grant applications and tracking; greater efficiency in collection and input of data; and greater security of information gathered.

The vast majority of IAC grants will continue to be distributed through the IAC Regional Arts Partners which awarded more than 350 grants in 2010 throughout Indiana. With the enhancements to the online granting system, all IAC grant applicants (direct and regional sub-grantees) will apply through this system. This will greatly enhance the IAC's ability to gather detailed metrics on the impact of all State arts grants.

The IAC will continue to gather information on all of its programs and services incorporating constituent surveys, focus groups, listening tours, and program evaluation instruments. As mentioned, in fall 2010 we will host a series of listening tours in five regions of the state as part of our strategic planning for the next five years. The draft plan will be shared with the public and our constituents throughout the state.

The IAC and its Regional Arts Partners continue a tradition of constituent input through regular committee and advisory group meetings. The IAC's Committee on the Future and the Program Evaluation Committee, both of which are comprised of commissioners and at-large members, regularly review all evaluative data for IAC compliance and use them as the basis for future planning, program refinement, and development.

Aside from the internal and NEA performance measures, the IAC uses Performance Measurement and Performance-based Budgeting to gauge, and make known to the public, statewide agency effectiveness. The IAC's Government Efficiency and Financial Planning (GEFP) approved metrics include:

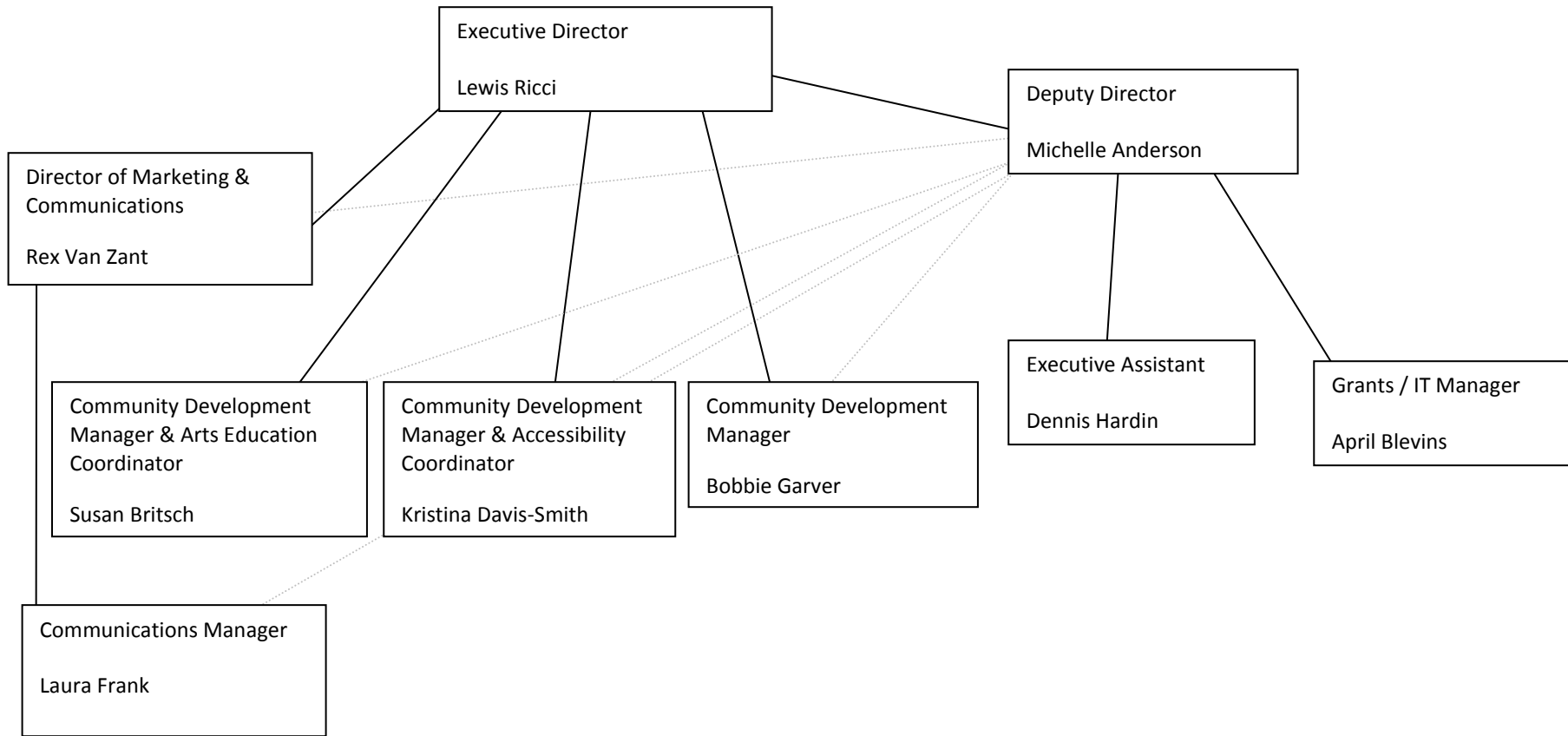
**Program metrics:**

- Number of citizens receiving technical assistance
- Number of counties funded
- Number of grant applicants

**Agency metrics:**

- Statewide public participation in the arts
- Number of education activities provided by grant recipients

# Indiana Arts Commission Organizational Chart



## ***FY2012/13 Change Package Request***

In order to meet reserve requirements, yet sustain organizational grants and to that effect, jobs, the Indiana Arts Commission diverted some of its grant funding from arts project support to arts organization support in FY2010. Regrettably, this impacted the most rural arts project providers disproportionately because many times the organizations applying for an arts project grant in rural counties are non-arts organizations. For this reason, the IAC respectfully requests the opportunity for a \$250,000 change package for each year of the FY2012/13 budget cycle. If accepted, all funding will be allocated towards administering and awarding grants in the arts project category with a special emphasis on rural areas.

## ***Concluding Remarks***

The IAC is committed to its stewardship of public funds in a cost efficient, ethical, and effective manner. The IAC's request for a sustained budget appropriation for the 2012/2013 biennium relates directly to the IAC's strategic plan and its focus on strengthening Indiana's arts environment. Nowhere is that commitment more evident than in the program realignment efforts made in 2010. Through strategic thinking and effective fiscal planning, the IAC has proven it is possible to maintain services to our constituents while at the same time reducing the cost of delivering those services.

Thank you for your favorable consideration of this request.