

## ***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 Regional 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 system of regional 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:

Capacity Building 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 plan to initiate.

Regional Arts Organization and Project Re-Granting: This block grant allocation permits the Regional Partner to provide its 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.

### ***Specific Centralized Programs and Services***

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 and workshops to improve the operating capacity for arts organizations, communities and individuals, 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 Organizations). In addition, the IAC engages in specific research and advocacy targeted to advance key areas of service including arts education, economic development, and organization and community development.

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

The Indiana Arts Commission is guided by the following Strategic Plan Objectives:

- Advancing the role of the arts in public and private education and personal development
- Building stronger arts organizations
- Developing stronger communities through arts partnerships

Despite cuts in both federal and state funding, the IAC is proud of many accomplishments over the past two fiscal years in its efforts to meet and exceed its strategic plan objectives and agency metrics.

1. Administered in 2009 and published in 2010, the survey entitled *Nonprofit Capacity Assessment: Indiana Arts & Culture Organizations*, developed and administered jointly with the School of Public and Environmental Affairs at Indiana University – This study became the basis for targeted capacity building activities for arts organizations in the state.
2. Development of Centralized Organization Capacity Building Opportunities and Technical Assistance Grant Category –The IAC developed a number of state-wide opportunities to advance arts organizations, as well as a category for grants for other qualified organizations and regional partners to provide like activities in concert with IAC planning priorities. IAC produced programs included two workshops with the Fundraising School, IU Center on Philanthropy; two workshops with the Minnesota-based ArtsLab in conjunction with Arts Midwest (the second of which was also in conjunction with the Ohio Arts Council and the Michigan Council for Arts and Cultural Affairs) focused on organizational and financial planning and community relevance; a workshop on Marketing and Social Media developed with the Kelly School of Business at Indiana University and the City of Bloomington; and a Consortium on Community Strategies for the Arts, developed in conjunction with the Ball State University Building Better Communities programs, among others. Grants given to other organizations include topics like organizational planning, diversity development, and volunteer development.
3. Planning and launch of the Indiana Cultural District Program – Legislation launched a year-long development of a cultural district program guided by the input of an advisory board of regional and national experts in tourism, economic development, historic preservation and other critical fields. Two rounds of paneling occurred with official state designations given to districts in Bloomington, Lafayette/West Lafayette and Carmel. Public dedications were held in each district, and an official logo and signage plans are underway in each locale.
4. In alignment with the IAC’s capacity building goals for building strong communities and interest in Cultural Districts, the communities of Arcadia, Ft. Wayne, Ligonier, Muncie, Nashville, Noblesville, Shelbyville, and Zionsville have all been paired with a consultant to help them take their next steps towards their self-articulated arts economy goals. Next steps include a follow-up Community Strategies for the Arts Consortium in the spring of 2013.

5. Advancement of the ArtsWORK Program – In partnership with VSA (Very Special Arts) Indiana, the Indianapolis Museum of Art and the Indiana Institute on Disability and Community, the IAC has continued to expand and support the ArtsWORK program which helps to facilitate careers in the arts for artists with disabilities and has developed an on-line, nationally recognized website [www.artsworkindiana.org](http://www.artsworkindiana.org). The IAC has also been the recipient of three UCLA grants to advance this project which currently has monthly regional meetings in Indianapolis, New Albany and Bloomington, paid local facilitators, and a regular schedule of skills-based presentations.
6. Development of a comprehensive On-line Grant System Including All Regional Partner Grantors – In association with WESTAF and our regional partners, the IAC developed a standardized system to be used throughout the state for all granting and re-granting activities including application, paneling, and reporting. Along with the standard on-line application, all criteria, panelist training, and paneling policy are standard for all IAC and partner applicants. The new system allows the IAC to accurately, comprehensively and quickly gather data for use in reporting, advocacy and evaluation of services.
7. Development of Arts Education Grants for Individual Schools – In 2009, the IAC made its first “draw” from the interest of the Indiana Cultural Trust, an endowment which is the result of the “Celebrate the Arts” specialty license plate. The IAC has awarded approximately 15 grants a year for the last three years to schools who partner with a local arts organization or artist for projects which directly affect school curriculum standards and school performance.
8. Redesign and restructure of the IAC’s Website and On-line Presence – Our revamped site averages 103 visits daily, updates include a photo gallery and a calendar feature the IAC is piloting with the Indiana Office of Technology. Our two e-newsletters, ArtsEye and Arts:92, have open rates of 23% and 28% respectively, and we are using both Facebook, and most recently Twitter, to inform constituents of grant opportunities and day-of, panel review progress. We also now record digitally and publish to our website all panel proceedings for review by grant applicants.
9. Continuing the “on the road theme,” a near capacity crowd attended the 2011 Indiana Governor’s Arts Awards program, held April 26, 2012 at the Ernestine M. Raclin School for the Arts on the campus of Indiana University South Bend. The award recipients included: opera singer and educator Sylvia McNair; concert harpist and educator Susann McDonald; philanthropist June Edwards; arts educator, performer and writer Mark Fauser; concert pianist and educator Alexander Toradze; and the Children’s Museum of Indianapolis.

## ***Biennial Budget Program Objectives for FY 14/15***

### ***Advancing the role of the arts in public and private education and personal development***

#### *Year One (primarily a year in which strategic partnerships are cultivated)*

- Cultivate additional partnerships in services, grant delivery, and technical assistance with state-wide providers, individual artists, and public and private higher educational institutions.
- Expand conversations with public and private service providers with regard to possible partnerships focusing on social service needs, underserved populations and accessibility advancements.
- Facilitate discussion among arts advocates and statewide arts service networks to advance arts education advocacy.
- Develop relationships on the executive and trustee level with the same at the State Board of Education and other key educational organizations.
- Renew discussions with higher educational institutions to strategize for a statewide public education assessment.

*Year Two (primarily a year in which partnership results are implemented)*

- Continue to advance partnerships in services, grant delivery, and capacity building with additional state-wide providers, individual artists and public and private higher educational institutions.
- Utilize the Regional Arts Partners system and other strategic partners to identify and assist schools/systems which are ready to advance an arts education strategy and curriculum.
- Develop a statewide assessment that tracks the impact and systemic needs of arts in education.
- Evaluate how education can be more centrally positioned in all granting programs with a view toward required specific outcomes/evaluations/metrics from all grantees.

### ***Building stronger arts organizations***

*Year One (primarily a year in which current partnerships are used to deliver organizational advancement services)*

- Develop a systematic capacity building curriculum for arts organizations based on on-going needs assessment, centrally and with partners.
- Develop a systematic training initiative for Regional Arts Partners including mentoring and succession planning.
- Reassess/revise strategies with Statewide Service Organizations to advance their impact on networking, advocacy and capacity building activities.
- Advance cooperative relationships with other state commissions and councils, and with higher education for the planning/delivery of capacity building activities.
- Deliver more consistent and fundamental capacity building activities utilizing web-based technology.

*Year Two (a year when, in addition to existing partnerships, new partnerships are used to deliver organizational advancement services, and internal systems/programs/evaluations are strengthened)*

- Reassess funding allocation strategy in order to strengthen all arts organizations in the state.
- Convene major arts funders and service providers in the state to gain a critical synergy to advance the arts.
- Embed capacity building/professional development criteria into the application and evaluation processes.
- Engage in on-going needs assessment utilizing grant application and reporting processes.
- Tap into existing capacity building programs and networks in the for profit and not-for-profit world for the delivery of organization-level services.

### ***Developing stronger communities through arts partnerships***

*Year One (concurrent development of program/advancements with current partners and exploration of new partnerships)*

- Ensure that the Commission has a continual “out in the state” public presence by coordinating the timing of significant public programs (Cultural District presentations, Governor’s Arts Awards, grant award ceremonies).
- With Regional Arts Partners and other strategic partners, develop a capacity building program on the community level to advance interest and expertise in cultural tourism, education, artist community development, cultural economic development, and cultural districts.
- Utilize web-based technology to facilitate statewide conversations among like organizations (symphonies, presenters, councils, theatres, dance companies, festivals, and others) to advance relationships across the State.
- Advance discussions on the state level with other potential state-wide partners and agencies such as the Department of Transportation, Department of Natural Resources, Historic Preservation, Indiana Humanities Council, Indiana Historical Bureau, and others.

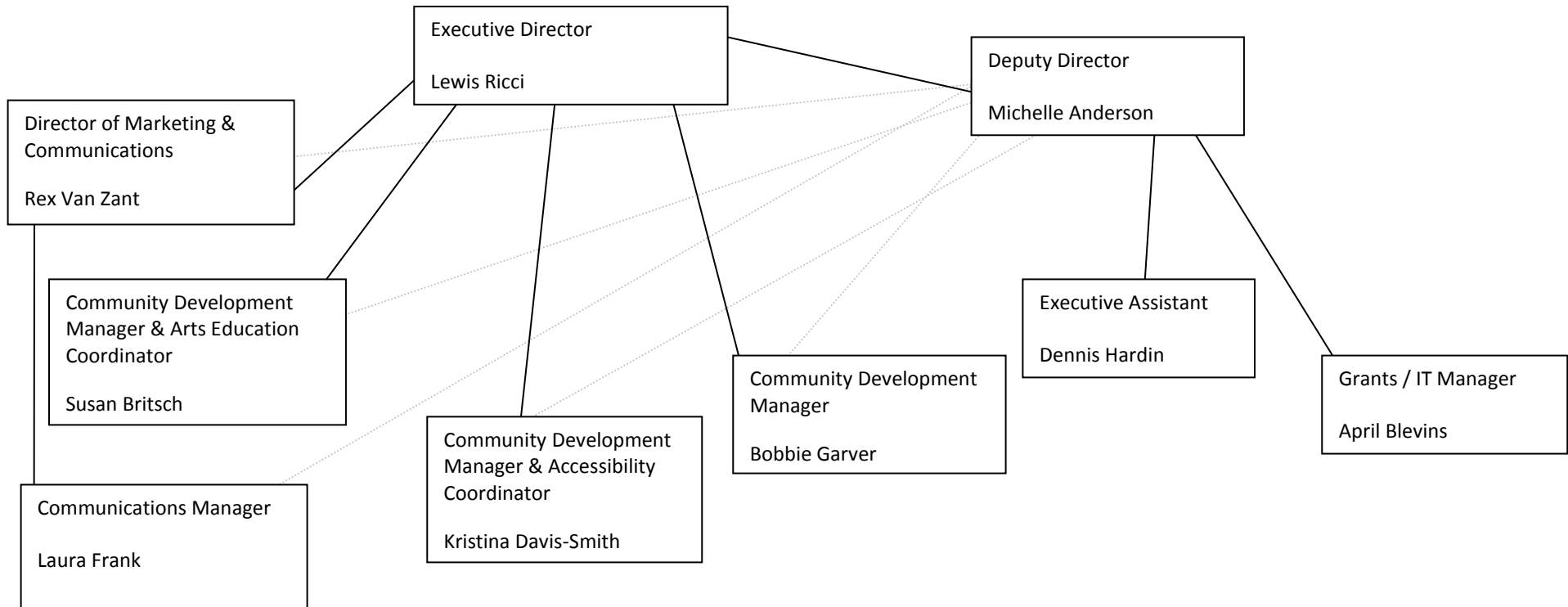
*Year Two (internal systems/programs/evaluations are strengthened and partnership programs are developed)*

- Embed community partnership criteria as central to our grant criteria and evaluation.
- Advance year one strategies with a view toward partnership program development for all viable initiatives.

Aside from the internal and National Endowment for the Arts (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:

<b>Key Performance Indicators:</b>	<b>Program Metrics:</b>
Number of education activities provided by grant recipients	Arts Eye and Arts92 E-Newsletter dissemination average open rate
Number of individuals benefitting from the regional or statewide capacity building seminars that we sponsor through a grant or we produce	Number of grant applicants
Public participation in the arts statewide (as reported to NEA)	Website visits
	Number of counties funded
	Number of individuals benefitting from Arts in Education grant opportunities per year

## Indiana Arts Commission Organizational Chart



### ***FY2014/15 Special Initiatives***

1. **Bicentennial:** The IAC will be seeking an active role in celebrating Indiana's Bicentennial of its statehood in 2016. In anticipation of this, the Commission proposes to launch a series of commissioned artwork opportunities, competitively available to arts organizations and individual artists across the State. These would include commissioned works of art of all types including, but not limited to, music, visual art, dance, theatre, writing, and media. The proposed commissioned works would relate directly to Indiana's founding and would celebrate its historic roots. Each piece would have a public component which could include public performances, exhibitions, and permanent installations. This effort is in keeping with the IAC's role which has facilitated historically significant works which celebrate Indiana's heritage including the recent public installation celebrating the Lincoln Bicentennial in Lincoln State Park, which was planned and executed in cooperation with DNR, the Historical Bureau, and the Lincoln Bicentennial Commission, and the currently, in-process commissioning of busts of two African-American legislators in association with the Historical Bureau and the Department of Administration. The IAC will partner with DNR, the Historical Bureau, Traditional Arts Indiana, and other appropriate State agencies to plan and implement artistic commissions celebrating the Bicentennial. The IAC respectfully requests \$500,000 for the Bicentennial effort.

2. **Arts Education:** The mission and statutory authority of the IAC is to advocate engagement with the arts to enrich the quality of individual and community life on behalf of the people of Indiana. According to input from Indiana citizens, the IAC needs to extend its reach in arts education. The IAC has begun to address this issue. By utilizing new money from the National Endowment for the Arts and interest income from the Indiana Cultural Trust, the IAC has launched an annual grant program for schools seeking to partner with local artists or arts organizations to advance school overall performance. The granting program has been crafted with the input of education professionals statewide including teachers, administrators, Department of Education Leadership, arts organization education professionals, and artists. Applicants must show how the partnership will advance school improvement plans, and programs must meet at least two subject standards (only one of which is required to be in the arts). The IAC anticipates giving 20 such grants of approximately \$7,500, which will amount to one to two schools in each of its 12 regions. While this is an adequate start, the recommendation from public input is to reach 60 schools annually (an average of 5 in each region). To meet this need, the IAC respectfully requests an additional \$325,000 annually in its state appropriation. The current and approved program metric that measures the number of arts education activities will gauge yearly results and impact specific to this initiative.
3. **Projects:** In order to meet reserve requirements while sustaining 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 FY2014/15 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 2014/2015 biennium relates directly to the IAC's strategic plan and its focus on strengthening Indiana's arts environment. 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.