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Candidate Outcome Indicators: Performing Arts Program

Implementing an outcome monitoring process enables organizations to track progress in achieving the program's mission. With this information, program managers can better develop budgets, allocate resources and improve their services. This document includes the following suggestions for starting or improving outcome measurement efforts:

1. **Outcome sequence chart** – *Identifies key outcomes presented in the sequence that are normally expected to occur.* The chart illustrates how one outcome leads to the next and identifies specific indicators that might be used to track each outcome. Intermediate outcomes tend to be on the left, and end (or final) outcomes are on the right. The program description at the top of the chart is meant to encompass a range of similar programs.
2. **Candidate outcome indicators** – *Lists outcomes and associated indicators as a starting point for deciding which outcomes to track.* They were chosen based on a review of the program area and consultation with program experts. Only outcome indicators are included (not physical outputs, such as number of classes held; not efficiency, such as cost per counseling session; and not organization issues, such as success in fundraising or staffing). The focus is on program beneficiaries (clients, customers, citizens, participants) and what has been accomplished for them. A data source or collection procedure is suggested for each indicator.

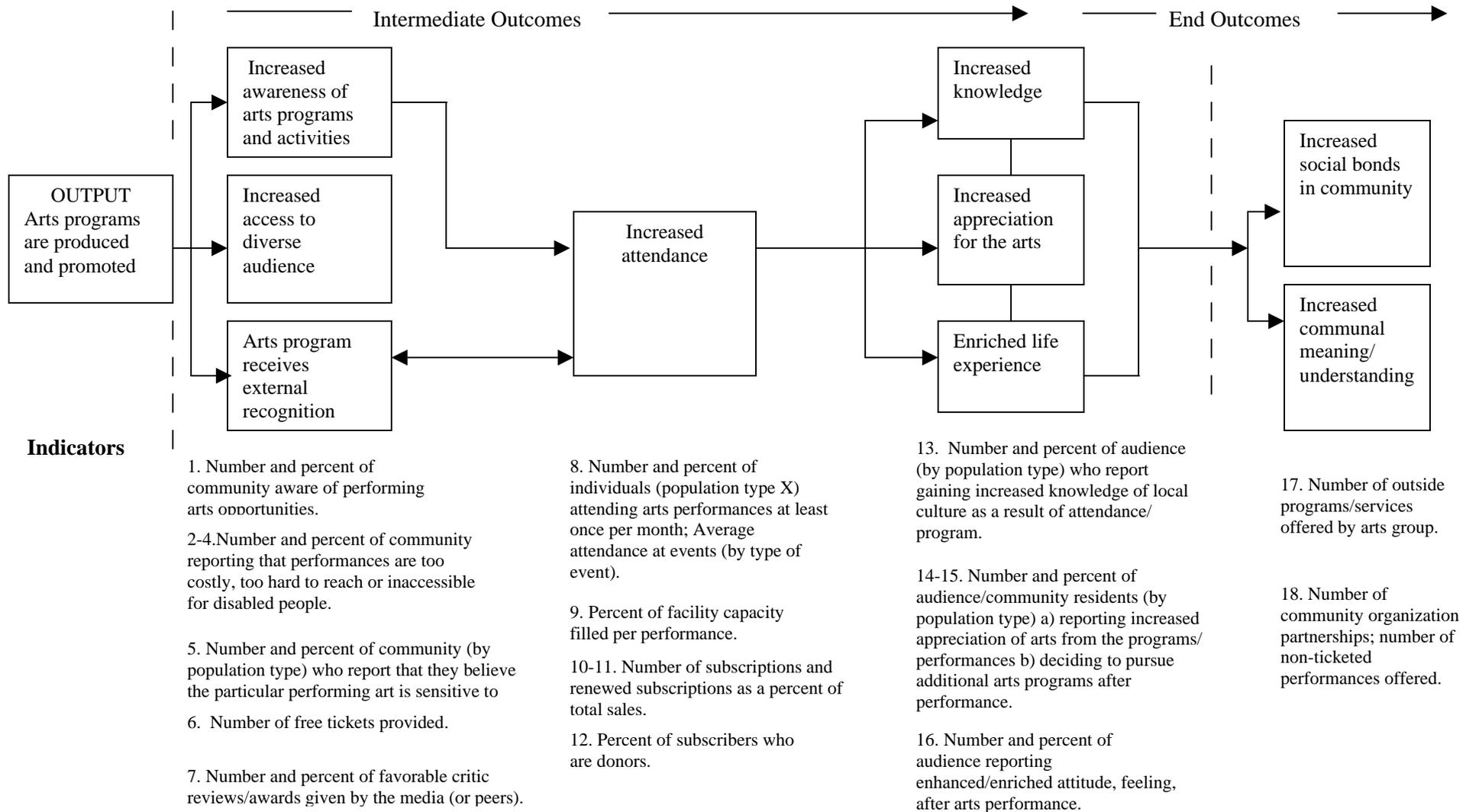
Suggestions and Limitations for Use of the Materials

- Involve others in deciding which outcomes and indicators to track. Obtain input from staff, board members, and clients. As an early step, prepare your own version of an outcome sequence chart—one that you believe fits the needs of your program.
- Review the project report for additional ideas on relevant indicators and additional resources: *Building a Common Framework to Measure Nonprofit Performance.*
- Tabulate the outcome information by various categories of clients to see if outcomes are different for different clients (e.g., gender, age group, income level, handicap level, and race/ethnicity). Use that information to help better target your efforts.
- Start with a small number of the indicators, especially if you have had only very little experience with such data collection and have very limited resources. Add more outcomes and indicators to the performance measurement system later, as you find that information is likely to be useful.
- Outcome information seldom, if ever, tells *why* the outcomes have occurred. Many internal and external factors can contribute to any outcome. Instead, use the outcome data to identify *what* works well and what does not. Use the data to determine for which *categories of clients* your procedures and policies are working well and for which they are not working well. To the extent that the program is not working as well as expected, then attempt to find out the reasons. This investigation process leads to continuous learning and program improvement.

Performing Arts Program Description

To increase arts appreciation and social bonds in the community, these organizations provide either communal or specific performing arts programs in music, theater, and dance. This program area includes both institutional value and social value. This program area does not include arts education or visual arts.

Outcomes Sequence Chart



Audience satisfaction Satisfaction with program services is an outcome that occurs within almost every program area, yet does not necessarily have a sequential placement. The indicator may be: Percent of audience (by population type) reporting being very satisfied with their performing arts experience.

Sources Consulted: Community Foundations, America's Children: Key National Indicators of Well-Being (Annual) (Federal Interagency Forum on Child and Family Statistics), 2000; Audit Commission and Improvement and Development Agency's Library of Local Performance Indicators, 2003; National Endowment for the Arts: FY 2004 Performance Plan, 200; Gifts of the Muse: Reframing the Debate about the Benefits of the Arts, 2004, Chicago Community Trust

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	Common Outcomes	Program Specific Outcome	Indicator	Data Collection Strategy	Note	Outcome Stage
1	Increased Awareness	Increased awareness of arts programs and activities	Number and percent of community aware of the particular performing arts opportunities.	Citizen survey	See Note #1	Intermediate
2	Increased Access to Services	Increased access to diverse audience	Number and percent of community reporting that performances are too costly.	Audience survey after performance	See Note #2	Intermediate
3	Increased Access to Services	Increased access to diverse audience	Number and percent of community reporting that performances are too hard to reach.	Citizen survey		Intermediate
4	Increased Access to Services	Increased access to diverse audience	Number and percent of community reporting that performances are inaccessible for disabled people.	Citizen survey		Intermediate
5	Increased Access to Services	Increased access to diverse audience	Number and percent of community (by population type) who report that they believe the particular performing art is sensitive to their culture.	Citizen survey	See Note #2	Intermediate
6	Increased Access to Services	Increased access to diverse audience	Number of free tickets provided.	Reviews or press and other media/venue Records		Intermediate
7	Positive Benefit as a Result of Program	Achieve external recognition	Number and percent of favorable critic reviews/awards given by the media (or peers).	Reviews or press and other media/venue Records		Intermediate
8	Increased Participation/ Attendance	Increased attendance	Number and percent of individuals (population type X) attending arts performances at least once per month; and/or average attendance at events (by type of event).	Survey of citizens/audience/ ticket stub count	See Note #2 See Note #3	Intermediate
9	Increased Participation/ Attendance	Increased attendance	Percent of facility capacity filled per performance.	Ticket stub count	See Note #3	Intermediate
10	Increased Participation/ Attendance	Increased attendance	Number of subscriptions (seasonal, series, or annual)	Survey of clients/audience	See Note #3	Intermediate
11	Increased Participation/ Attendance	Increased attendance	Number and percent of renewed subscription as a percent of total sales	Survey of clients/audience	See Note #3	Intermediate
12	Increased Participation/ Attendance	Increased attendance	Percent of subscribers who are donors	Organizational records	See Note #3	Intermediate
13	Build Skills/ Knowledge	Increased knowledge	Number and percent of audience (by population type) who report gaining increased knowledge of local culture as a result of attendance/ program.	Audience survey after performance	See Note #2	Intermediate

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	Common Outcomes	Program Specific Outcome	Indicator	Data Collection Strategy	Note	Outcome Stage
14	Develop Understanding about an Issue/ Topic	Increased appreciation for arts	Number and percent of audience/community residents (by population type) reporting increased appreciation of arts from the programs/performances.	Audience survey after performance /citizen survey	See Note #2	Intermediate
15	Develop Understanding about an Issue/ Topic	Increased appreciation for arts	Number and percent of audience (population type X) deciding to pursue additional arts programs after performance	Audience survey after performance	See Note #2	Intermediate/End
16	Positive Benefit as a Result of Program	Enriched life experience	Number and percent of audience reporting enhanced/enriched attitude, feeling, after arts performance	Audience survey after performance		Intermediate/End
17	Positive Benefit as a Result of Program	Increased social bonds in community	Number of outside programs/services offered by arts group	Survey of community residents		End
18	Develop Understanding about an Issue/ Topic	Increased community meaning/understanding	Number of community organization partnerships; number of non-ticketed performances	Organizational records		End
	Client Satisfaction	Audience satisfaction	Percent of audience (by population type) reporting being very satisfied with their performing arts experience			

Note #1: Note that if a survey is conducted this permits obtaining considerable info on many aspects of a program -- information likely to be of particular operational value to the program.

Note #2: Population types may be defined as demographic groups including but not limited to age, race or gender. It may also include distance traveled and from which specific geographic area. It may also include disabled individuals to assess access.

Note #3: Attendance Outcome should be understood as including increased participation: broadening, diversifying, and deepening the engagement

Note #4: While it is important to recognize these end outcomes as important, they are unlikely to be measured in a practical way by the program.

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