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

Intermediate Outcomes

- Increased awareness of arts programs and activities
- Increased access to diverse audience
- Arts program receives external recognition
- Increased attendance

End Outcomes

- Increased knowledge
- Increased appreciation for the arts
- Enriched life experience
- Increased social bonds in community
- Increased communal meaning/understanding

OUTPUT
Arts programs are produced and promoted

Indicators

1. Number and percent of community aware of performing arts opportunities.
2-4. Number and percent of community reporting that performances are too costly, too hard to reach or inaccessible for disabled people.
5. Number and percent of community (by population type) who report that they believe the particular performing art is sensitive to their culture.
6. Number of free tickets provided.
7. Number and percent of favorable critic reviews/awards given by the media (or peers).
8. Number and percent of individuals (population type X) attending arts performances at least once per month; Average attendance at events (by type of event).
9. Percent of facility capacity filled per performance.
10-11. Number of subscriptions and renewed subscriptions as a percent of total sales.
12. Percent of subscribers who are donors.
13. Number and percent of audience (by population type) who report gaining increased knowledge of local culture as a result of attendance/program.
14-15. Number and percent of audience/community residents (by population type) a) reporting increased appreciation of arts from the programs/performances b) deciding to pursue additional arts programs after performance.
16. Number and percent of audience reporting enhanced/enriched attitude, feeling, after arts performance.
17. Number of outside programs/services offered by arts group.
18. Number of community organization partnerships; number of non-ticketed performances offered.

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.

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

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

**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.