

**NATIONAL
ENDOWMENT** for the **ARTS**

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**Appropriations Request
For Fiscal Year 2020**

**Submitted to the Congress
March 2019**

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The National Endowment for the Arts

Appropriations Request For Fiscal Year 2020

Overview

The FY 2020 Budget proposes to terminate the National Endowment for the Arts (NEA). Toward this end, the FY 2020 Budget provides \$29.333 million to begin the orderly closure of the agency. Please see the table below for a breakdown of the request in the table format used by the Appropriation Committee.

National Endowment for the Arts Fiscal Year 2020 Request – Appropriation Committee Format (\$ in thousands)

	FY 2018 Appropriation	FY 2019 Appropriation	FY 2020 Request
Direct Endowment Grants			
Project Support	64,819	66,110	0
Challenge America	<u>7,600</u>	<u>7,600</u>	<u>0</u>
Subtotal	72,419	73,710	0
State & Regional Partnerships			
Basic Plan Support	37,996	38,673	0
Underserved	<u>10,284</u>	<u>10,467</u>	<u>0</u>
Subtotal	48,280	49,140	0
TOTAL PROGRAM	120,699	122,850	0
PROGRAM SUPPORT	1,950	1,950	0
TOTAL PROGRAM & PROGRAM SUPPORT	122,649	124,800	0
SALARIES & EXPENSES	<u>30,200</u>	<u>30,200</u>	<u>29,333</u>
TOTAL REQUEST	152,849	155,000	29,333

Assumptions and Estimated Costs for Agency Shutdown Beginning in FY 2020

The NEA will fulfill its Federal responsibilities for grants and cooperative agreements awarded prior to FY 2020. While no new grants or cooperative agreements will be made beginning in FY 2020, the NEA will require funding to support a reduced staffing level and administrative costs needed to effectively shut down operations.

NEA is requesting \$29.333 million in FY 2020 for expenses listed in the table below. Estimates provided assume enactment of legislation that initiates termination of NEA operations on October 1, 2019.

FY 2020 Request (\$ in Thousands)

Cost Category	FY 2020 Request
Personnel	22,889
Real Estate	3,484
Equipment	108
Contracts	1,796
Records Management	275
Finances	754
Other	27
TOTAL	29,333

Personnel: \$22,889,000 is requested for NEA to support a current staffing level of approximately 152 positions until March 31, 2020, the time estimated by the Office of Personnel Management to carry out a reduction in force (RIF). After the RIF, a reduced staffing level of approximately 68 employees will remain to continue to manage the shutdown of the agency. These employees will be responsible for conducting necessary oversight activities for the more than 5,000 active NEA grants and up to 36 cooperative agreements whose period of performance extend beyond September 30, 2019. Activities include responding to awardee inquiries, processing payments, and reviewing final reports. Staff also will continue the orderly shutdown of the agency's systems, publications, contractual arrangements, and interagency agreements.

For discontinued employees, all appropriate compensation will be provided, including, but not limited to, severance pay, lump-sum payments for unused annual leave, performance bonuses generated by eligible employees' close-out performance appraisals, and unemployment compensation.

Real Estate: \$3,484,000 is requested for current office space needed to accommodate full staffing for six months and reduced office space for the remainder of the fiscal year to accommodate a staffing level of approximately 68 employees. Per the terms of the occupancy agreement NEA has with the General Services Administration, funding is also requested to pay for the unamortized tenant improvements that would have been paid over the life of the lease through FY 2024.

Equipment: \$108,000 is requested to support the supplies and equipment needs of staff members on board in FY 2020.

Contracts: \$1,796,000 is requested for contracts supporting staff operations. NEA will terminate contracts where possible. However, with full staff remaining for up to six months and approximately 68 staff remaining for an additional six months, most contracts will need to stay in place, with the possibility for reduction after the RIF.

NEA will require either interagency agreements with federal agencies or contracts with non-federal vendors to continue for the following (this is not an exhaustive list):

- IA with the Department of Health and Human Services for Grants.gov
- IA with the National Endowment for the Humanities for the grants management system
- IA with the National Finance Center for payroll processing
- IA with the Department of Homeland Security for guard services
- IA with the Department of Transportation for transit benefits
- IAs to support human resource services, such as the Employee Assistance Program
- Contracts for phone services, copiers, and information technology support services

Records Management: \$275,000 is requested for the transfer of agency records to the National Archives and Records Administration (NARA) or other appropriate storage repositories. Funding also is requested for administrative services required to assist with records management.

Finances: \$754,000 is requested to support the interagency agreement NEA has with the U.S. Department of Transportation's Enterprise Services Center for an Oracle-based fully-compliant financial system (Delphi). Funding also is requested to support the audit of the agency's FY 2020 financial statements.

Other: \$27,000 is requested to support minimal travel requirements in FY 2020.

Office of Inspector General (OIG)

There is no separate appropriation for the OIG; the OIG's budget is funded within the NEA's total budget as listed in the table above. The FY 2020 request provides funding for 5 positions through March 31, 2020. A reduced staffing level of 3 employees will remain to continue to manage the shutdown of the agency through the end of FY 2020.

FY 2018 and FY 2019 Accomplishments

The NEA is the independent federal agency whose funding and support gives Americans the opportunity to participate in the arts, exercise their imaginations, and develop their creative capacities. In FY 2018, the NEA awarded \$121.222 million to strengthen the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation. We anticipate awarding \$122.850 million in FY 2019. The NEA extends its work through partnerships with state arts agencies, local leaders, other federal agencies, and the philanthropic sector.

The NEA's mission has been to make sure all Americans have access to the arts no matter where they live. All 435 Congressional Districts benefit from NEA grants. In FY 2018, NEA funding:

- Supported our military service members through *Creative Forces: NEA Military Healing Arts Network*, a partnership of the NEA, the Departments of Defense and Veterans Affairs, and state and local arts agencies.
- Acted as a catalyst to leverage resources for key investments in communities across the nation through more than 2,300 grants awarded to nonprofit organizations, units of state and local governments, and federally recognized tribal communities and tribes.
- Provided more than \$50 million in federal support for projects that benefit local communities in partnership with the state and jurisdictional arts agencies and regional arts organizations.
- Advanced arts education across the country by funding grants and initiatives, publishing research, and maintaining partnerships that lay the foundation for lifelong learning.

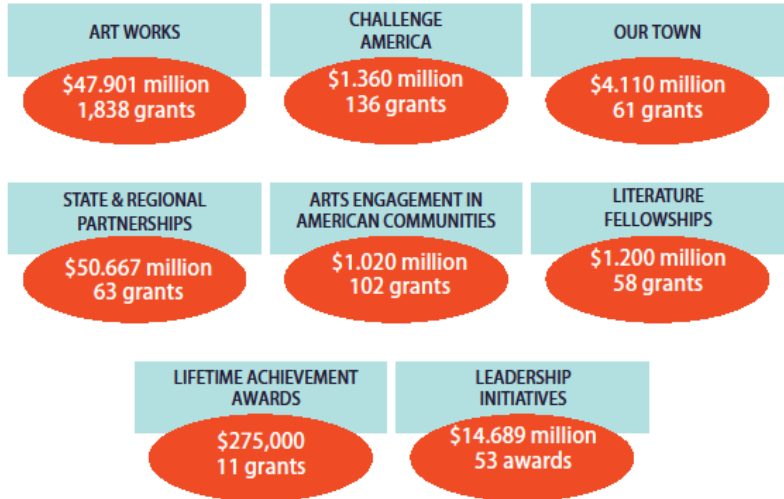
Since its inception, the NEA has awarded approximately 150,000 grants, including early support for the Vietnam Veterans Memorial design competition, the Sundance Film Festival, Spoleto Festival USA, PBS's Great Performances series, and the American Film Institute. For more than five decades, the NEA has encouraged creativity through support of performances, exhibitions, festivals, artist residencies, and other arts projects throughout the country.

NEA's Grantmaking & Reaching Rural and Underserved Areas

In FY 2018, the NEA made 2,322 programmatic awards, including 2,306 grants, 13 cooperative agreements, and 3 interagency agreements using its appropriated funds. The following graphic provides additional details on our grant-making in FY 2018.

NATIONAL ENDOWMENT FOR THE ARTS **2018 GRANTMAKING**

FY2018 APPROPRIATION: \$152.849 MILLION
2,322 AWARDS
\$121.222 MILLION AWARDED



Excludes gift funds and interagency funding received from other federal agencies. Awards made using only these funds are also excluded. Numbers are current as of September 30, 2018.



The NEA awards grants to organizations for exemplary projects supporting the creation of art that meets the highest standards of excellence, public engagement with diverse and excellent art, lifelong learning in the arts, and the strengthening of communities through the arts. Typical projects include the commissioning and development of new work, the presentation of performances or exhibitions locally or on tour, arts education projects for pre-kindergarten through 12th-grade students, the documentation and preservation of significant artworks or cultural traditions, the publication and dissemination of work important to the field, innovative uses of new models or technology to create work or engage audiences, and the professional training of artists.

The NEA’s role is to make sure all Americans have access to the arts no matter where they live. Among the proudest accomplishments of the NEA is the growth of arts activity in areas of the nation that were previously underserved or not served at all, especially in rural and inner-city communities. In many communities, NEA grants support free performances, as well as reduced ticket prices for those who cannot afford to buy a ticket. A significant percentage of grants benefit those who have fewer opportunities to participate in the arts.

Highlights of the NEA's reach include:

- Annually recommending a grant award in all 50 states and 435 Congressional districts.
- 65% of NEA grants go to small and medium sized organizations, which tend to support projects that benefit audiences that otherwise might not have access to arts programming.
- 40% of NEA-supported activities take place in high-poverty neighborhoods.
- 36% of NEA grants go to organizations that reach underserved populations such as people with disabilities, people in institutions, and veterans.
- More than half of NEA-funded art events take place in locations where the median household income is less than \$50,000.
- An average of 42.8 million adults and 8.3 million children annually engage with the arts through live events produced by NEA-funded projects. This does not include the additional millions of Americans touched by other NEA grants and subgrants.

NEA-funded arts activities are as diverse as the places that foster them. A film festival in Batesville, Arkansas focusing on authentic portrayals of the people, places, and practices unique to rural America; a traveling exhibition and visual arts education program in Montana with special focus on rural locations, including those on the reservations of 12 federal and state-recognized Native American tribes; and music classes for foster children and foster families in Phoenix, Arizona are just a few of the projects funded in FY 2018.

NEA grants provide a significant return on investment of federal dollars. Based upon historical review of final reports filed by grantees, it is estimated that each \$1 awarded by the NEA in direct grants to nonprofit organizations will leverage \$9 from other non-federal sources. This results in over \$500 million in matching support, far surpassing the required non-Federal match of at least one to one.

NEA and Healing Arts

[*Creative Forces: NEA Military Healing Arts Network*](#) is a national initiative led by the NEA in partnership with the Departments of Defense, Veterans Affairs, and state and local arts agencies that serves the unique and special needs of military service members and veterans who have been diagnosed with traumatic brain injury and psychological health conditions, as well as their families and caregivers. The program has three components: **creative arts therapies**, which are at the core of patient-centered care in military and veteran medical facilities, as well as a telehealth program for patients in rural and remote areas; increased **community-based arts** opportunities for military and veteran family populations around clinical site locations; and investments in **capacity-building efforts**, including the development of manuals, training, and research on the impacts and benefits of the treatment methods.

The NEA funds creative arts therapists, equipment, and supplies at 11 clinical sites across the nation, and a telehealth program for patients in rural and remote areas. In clinical settings, creative arts therapists provide art and music therapy, as well as creative writing instruction. On average, creative arts therapists provide 1,000-1,200 clinical encounters, and treat approximately 200 new patients, per year. *Creative Forces* has provided 14 NEA-funded creative arts therapists, who will provide an estimated 14,000-16,800 clinical encounters, and serve approximately 2,800

new patients, per year in 2018 and 2019. Additional patients will be served via the telehealth program.

Creative Forces Clinical Sites	
Joint Base Elmendorf-Richardson (JBER), Anchorage, AK	Marine Corps Base Camp Lejeune, Jacksonville, NC
Marine Corps Base Camp Pendleton, Oceanside, CA	Fort Hood, TX
Fort Carson, CO	Fort Belvoir, VA
James A. Haley Veterans' Hospital, Tampa, FL	Joint Expeditionary Base, Little Creek, VA
Fort Campbell, KY	Joint Base Lewis-McChord, Tacoma, WA
National Intrepid Center of Excellence (NICoE) at Walter Reed, Bethesda, MD	

From 2017 to 2018, the NEA coordinated with American for the Arts, state arts agencies and local partners to host [Creative Forces Summits](#) bringing together the military and arts communities in the areas near the *Creative Forces* clinical sites. The *Summits* generated a wide range of ideas for ways to bridge the clinic and community resources in each location. Each site/community will have the opportunity to bring its best ideas to fruition through demonstration projects. These community-based networks provide increased arts opportunities for military and veteran families; those transitioning from treatment in a clinical setting to accessing arts programming in the community, and those who may not be patients but can benefit from participation in community-based arts activities. Community networks include state and local arts agencies, community arts programs, veteran networks, military family support networks and individual artists.

A new study funded by the NEA reveals that art work created by military service members as part of their medical treatment for psychological health conditions conveys valuable information for doctors. This benefit is especially important for patients who struggle to express their thoughts and feelings. In another research development, the NEA posted a framework document that maps new research priorities for Creative Forces. Both the new study and the research framework aim to extend knowledge about how, when, and why creative arts therapies improve health for patients coping with the effects of their wartime experiences.

The study, [Observational study of associations between visual imagery and measures of depression, anxiety and post-traumatic stress among active-duty military service members with traumatic brain injury at the Walter Reed National Military Medical Center](#), examined masks created by 370 service members in creative arts therapy sessions that were part of their integrative care. Researchers identified and correlated themes observed in those masks with psychological diagnoses.

To enable more research such as this, the NEA developed the [Creative Forces Clinical Research: A Strategic Framework and Five Year Agenda](#). The research completed as a result of this framework will strengthen the *Creative Forces* network as well as the military medical and creative arts therapy fields, enhancing the quality of care for military patients.

NEA Support for States

The NEA extends its influence through state arts agencies (SAAs) and regional arts organizations (RAOs), ensuring that programs reach even the smallest communities in remote rural areas. By Congressional statute, 40 percent of the NEA's grantmaking funds are allocated to the 50 states, six special jurisdictions, and six RAOs. State governments match the federal NEA grant dollars to create additional investments that support programs and initiatives that respond to constituent needs in arts education, organizational and community development, preservation of diverse cultures, and providing access to the arts. In recent years, more than 4,400 communities have been served each year through grants made possible by partnership agreements with SAAs and RAOs.

Collaboration with the SAAs and RAOs extends beyond just grantmaking. The NEA's *Poetry Out Loud* initiative relies on our SAA partners to conduct outreach to schools and educators. Likewise, for *Creative Forces*, SAAs are helping to build a support network of state, regional, and local partners that provide community-based arts activities for military and veteran families in states where military medical sites are operating.

NEA and the Economy

In 2013, the NEA and the Bureau of Economic Analysis created the first-ever Arts and Cultural Production Satellite Account (ACPSA) to measure arts and cultural contributions to the gross domestic product (GDP). The [most recent estimates](#) showcase the long-term contributions of the arts to the GDP of this nation, specifically covering the period from 1998 to 2015. Among the new findings released on March 6, 2018 are:

- The arts and cultural production contributed more than \$763.6 billion to the U.S. economy in 2015, representing 4.2 percent of the GDP.
- The arts added four times more to the U.S. economy than the agriculture sector and \$200 billion more than transportation or warehousing.
- 4.9 million workers were employed in the production of arts and cultural goods, receiving more than \$370 billion in compensation.
- The arts saw a \$20 billion trade surplus, leading with movies and TV programs and jewelry.
- The arts trended positively between 2012 and 2015 with an average growth rate of 2.6 percent, slightly higher than 2.4 percent for the nation's overall economy. Between 2014 and 2015, the growth rate was 4.9 percent in inflation-adjusted dollars.
- The U.S. exports roughly \$20 billion more in arts and cultural goods than it imports, resulting in a trade surplus.

Taking a look at just the nonprofit sector, in June 2017 Americans for the Arts issued [Arts & Economic Prosperity 5 \(AEP5\)](#), which is their fifth economic impact study of the nation's nonprofit arts and cultural organizations and their audiences. Nationally, the nonprofit arts industry generated \$166.3 billion of economic activity in 2015 – \$63.8 billion in spending by arts and cultural organizations, and an additional \$102.5 billion in events-related expenditures by their

audiences. This activity supported 4.6 million jobs and generated \$27.5 billion in revenue to local, state, and federal governments.

What this research demonstrates is that the arts nationally, through support and guidance from the NEA, provide both cultural and economic benefits.

NEA and Partnerships

In addition to the work discussed above, the NEA has continued to grow its partnerships with other Federal agencies, state and local governments, state and regional arts agencies, and private nonprofits on projects that provide opportunities for Americans to experience quality arts programming throughout the country. These include, but are not limited to:

National Initiative	Partners	Impact
<p><u>Citizens’ Institute on Rural Design (CIRD):</u> Offers funding and technical assistance to small towns and rural communities to host community workshops to address challenges related to economic vitality and quality of life by employing design solutions.</p>	<p>USDA Project for Public Spaces, Inc. Orton Family Foundation</p>	<p>Established in 1991, <i>CIRD</i> has convened more than 80 workshops in all regions of the country with results that range from strengthened local economies, enhanced rural character, the leveraging of cultural assets, and the design of recreational trails.</p>
<p><u>Blue Star Museums:</u> Annually more than 2,000 museums participate providing free admission to the nation’s active-duty military personnel and their families, including National Guard and Reserve, from Memorial Day weekend through Labor Day.</p>	<p>Department of Defense Blue Star Families</p>	<p>Annually reaches on average more than 856,000 military members and their families.</p>

National Initiative	Partners	Impact
<p><u>Shakespeare in American Communities</u>: A national theater program bringing performances and related educational activities to audiences across the country.</p>	Arts Midwest	<p>Since 2003, introduced 2.9 million middle and high school students to the power of live theater and the masterpieces of William Shakespeare through performances and educational activities. 111 theater companies across the United States have taken part. 11,800 performances and more than 45,000 related educational activities at more than 10,000 schools and juvenile justice facilities in 4,400 communities in all 50 states, the District of Columbia, and the U.S. Virgin Islands.</p>
<p><u>NEA Big Read</u>: A national literature program broadening our understanding of our world, our communities, and ourselves through the joy of sharing a good book.</p>	Arts Midwest	<p>Annually supports approximately 75 dynamic community reading programs, each designed around a single <i>NEA Big Read</i> selection. Since its inception in 2006, funded more than 1,400 programs, providing more than \$19 million in grants to organizations nationwide. In turn, these organizations have leveraged nearly \$44 million in local funding to support their <i>NEA Big Read</i> programs. More than 4.9 million Americans have attended an <i>NEA Big Read</i> event, approximately 82,000 volunteers have participated at the local level, and over 39,000 community organizations have partnered to make <i>NEA Big Read</i> activities possible.</p>
<p><u>Poetry Out Loud</u>: A national arts education program that encourages high school students to learn about great poetry through memorization and performance. This program helps students master public speaking skills, build self-confidence, and learn about literary history and contemporary life.</p>	Poetry Foundation State Arts Agencies Mid Atlantic Arts Foundation	<p>Annually serves more than 300,000 students from every state, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands during the school year. Since its start in 2005, more than 3.6 million students and 55,000 teachers from more than 14,000 high schools have participated in <i>Poetry Out Loud</i> nationwide.</p>

National Initiative	Partners	Impact
<p><u>Mayors' Institute on City Design (MICD):</u> Brings mayors and design experts together to solve case studies of critical urban design challenges brought by participating mayors.</p>	<p>United States Conference of Mayors</p>	<p>Since 1986, helped prepare more than 1,100 mayors to be the chief urban designers of their cities and connected more than 700 design and development professionals to local governance.</p>
<p><u>Musical Theater Songwriting Challenge:</u> A national competition for high school students who have a passion for writing songs that could be part of a musical theater production.</p>	<p>The American Theatre Wing National Music Publishers Association and their S.O.N.G.S. Foundation BMI Entertainment Industry Foundation Samuel French, Inc. Playbill, Inc. Disney Theatrical Productions</p>	<p>Launched as a pilot program in 2016 and expanded nationally in 2017, pairs six national finalists with professional musical theater artists to develop the students' original song into a Broadway-stage-ready composition. All finalists have their song published. Nearly 200 applications were submitted by high school students in 36 states during the 2017/2018 program cycle.</p>

NEA and Disaster Recovery

The NEA is supporting the recovery of the arts and cultural communities devastated by Hurricanes Harvey, Irma, and Maria in the regions designated major disaster areas by FEMA in Texas, Florida, Puerto Rico, and the U.S. Virgin Islands. As the federal agency has done in other instances of natural disasters, the NEA is coordinating support through its state arts agency partners to direct funds to those arts and cultural entities in need of support.

NEA funds will be allocated to areas and constituents that may not have ready access to other sources of monetary assistance mobilized by local foundations, corporations, or insurance, etc. The funds may be designated for artists and nonprofit arts organizations and used to support expenses already allowed for NEA grantmaking activity such as:

- Projects and activities judged to have artistic excellence and artistic merit produced in new spaces, due to damage of existing space.
- Rental of venues or equipment.
- Purchase of replacement supplies and equipment utilized for administrative purposes or artistic purposes.
- Salaries, wages, fringe benefits for organizational staff, in the event of business disruption.
- Repair and conservation of artistic and cultural materials including costumes, performance sets, instruments, etc.
- Design fees for construction or renovation of spaces.

- Marketing/promotion expenses, publications, distribution.
- Access accommodations.

In many places the most important need right now is rebuilding infrastructure, so the NEA is also allowing funds to be used toward the purchase of building and construction supplies, although not for construction itself. Funds can also be used for fuel, to help museums with climate control for objects to combat mold infestation, or to help organizations get back to programmatic functionality with basic electricity for lights, computers, etc.

NEA and Arts Education

The NEA’s arts education grant program is focused on pre-K to 12th-grade students, the educators and civic leaders who support them, and the schools and communities that serve them, helping ensure that Americans of all ages have opportunities to learn, create, and grow. As studies have shown, students with an education rich in the arts have higher grade point averages and standardized test scores, and lower drop-out rates.

- The NEA’s direct learning grants increase student knowledge and skills in the arts, helping them reach their full potential. Trends across recommended direct learning projects include providing opportunities for urban and rural youth to increase arts skills and knowledge over multiple years of programming; removing barriers to arts participation for youth in low socioeconomic neighborhoods; building partnerships with parents/guardians and the local community; and supporting high school graduation and college readiness efforts.
- The NEA’s professional development projects build the capacity of urban and rural classroom teachers and teaching artists to effectively teach and measure student learning in the arts. Professional Development includes summer institutes, on-site workshops over the course of the school year and ongoing meetings of small groups of educators to share effective practices, and webinars.
- The NEA’s collective impact projects work to ensure that millions of students have opportunities to study the arts, thereby transforming schools, school districts, and communities.

The NEA, in partnership with the U.S. Department of Education, supports the [Arts Education Partnership](#) (AEP). Established in 1995, the AEP, a center within the Education Commission of the States (ECS), believes informed policymakers create better education policy. AEP serves as a partner to state policymakers by providing arts education research, reports, personalized support, and opportunities to convene within states and across states to interact and learn from one another. The AEP works with state leaders to advance the [2020 Action Agenda for Advancing the Arts in Education](#), and promotes AEP’s mission to ensure that every child has access to a complete and competitive education that includes the arts.

NEA and Research

Research into the value and impact of the arts is a core function of the NEA. Through accurate, relevant, and timely analyses and reports, the NEA reveals the conditions and characteristics of the U.S. arts ecosystem and the impact of the arts on our everyday lives. The NEA is the national agency of record for arts-related research, examples include:

- In September 2017, the NEA published [Staying Engaged: Health Patterns of Older Americans Who Participate in the Arts](#). This report describes arts participation patterns of older adults (aged 55 and over) tracked by the 2014 Health and Retirement Study. The nationally representative sample is also analyzed for its attitudes toward the arts. Central to the report, however, is an examination of the health characteristics (cognitive ability, physical function, and hypertension rates) among adults who created art, who attended arts events, or who did both or did neither.
- In November 2017, the NEA published [Rural Arts, Design, and Innovation in America: Research Findings from the Rural Establishment Innovation Survey](#). The report is based primarily on 2014 data from the U.S. Department of Agriculture’s Economic Research Service (ERS). The ERS’s Rural Establishment Innovation Survey examines the type and breadth of innovation within rural businesses. According to the report, rural arts organizations draw more non-local audiences to their venues and report greater civic leadership and customer connectedness than their urban peers. The report is important because until now, arts and economic impact theories have been built and tested only in urban environments. NEA Director of Research & Analysis Sunil Iyengar said, “We’ve long understood that the arts and design can beautify a place and attract new residents and businesses. This report is unique in showing these attributes as closely linked to innovative business practices in rural communities nationwide.”

Through our *Research: Art Works* grant category, the NEA supports research that investigates the value and/or impact of the arts, either as individual components of the U.S. arts ecology or as they interact with each other and/or with other domains of American life. This program seeks to heighten the relevance and significance of arts-related research to policy and practice.

The NEA spearheads partnerships with other federal agencies to investigate areas of common interest. Since 2011, the NEA has convened an [Arts and Human Development Task Force](#), a coalition of representatives from 20 federal entities, to encourage more and better research on how the arts can help people reach their full potential at all stages of life. For example, responding to a need identified by the Task Force, the NEA published in December 2016 the [National Endowment for the Arts Guide to Community-Engaged Research in the Arts and Health](#), authored by the cognitive neuroscientist Julene Johnson, PhD, UCSF, and the arts consultant Jeff Chapline, New Art Horizons. The guide is a blueprint for collaboration among academic researchers, arts organizations, and artists aiming to study the arts’ effects on health and to extend this research to arts programs or therapies. On April 5, 2017, the authors discussed the guide in a [webinar](#), intending to spur arts organizations working at the crossroads of arts, health, and well-being to harvest the results of their work for evidence that can be used to communicate value and impact.

NEA and Creative Placemaking

The NEA [*Our Town*](#) grant program supports creative placemaking projects that help to transform communities into lively, beautiful, and sustainable places with the arts at the core. Creative placemaking is when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work such as land-use, transportation, economic development, and housing. This funding supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place. Awarded grants represent a mix of urban, tribal, suburban, and rural communities. In FY 2018, 54 grants were awarded funding arts engagement, cultural planning, and design projects, and 7 grants funded projects that build knowledge about creative placemaking.

Our Town grants support a range of arts engagement, design, and cultural planning projects that encompass nearly every artistic discipline at the NEA. Rural, urban, suburban, and tribal communities are turning to the arts and cultural sector to bring new attention to key community assets and issues, connect people with place, and inject new energy and creative problem solving with a focus on the future. Notable themes of the FY 2018 grant portfolio include projects that focus on engaging at-risk youth in developing arts inventions to improve public safety, and projects where communities are looking to improve the public health of residents through creative placemaking activities.

All *Our Town* grant awards are made to partnerships that consist of at least one nonprofit organization and a local government entity. Each of the recommended grants speaks to the role of arts practitioners and partners in improving the quality of life across a range of geographies and community types. Many communities have used these grants to support multi-partner, anchor investments in their communities' future, with the projects' artistic and creative interventions addressing a wide range of community challenges, such as improving public safety, stimulating the local economy, promoting healthier living, and strengthening transit access and public space.

Support for Historically Black Colleges and Universities

The NEA is an active member of the White House Initiative for Historically Black Colleges and Universities (HBCUs) and focuses its work on “strengthening HBCUs’ ability to participate in Federal programs and exploring new ways of improving the relationship between the Federal Government and HBCUs” (section 2 of the President’s Executive Order on the White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities). The NEA provided information on grant opportunities through its participation in a social sciences webinar hosted by the White House Initiative, as well as through an NEA sponsored webinar for HBCUs on historic preservation, planning, architecture and design, and creative placemaking. At the 2018 National HBCU Week Conference held in Washington, DC, we facilitated a panel on our report, *The Integration of the Humanities and Arts with Sciences, Engineering, and Medicine in Higher Education*, as well as presented a workshop on funding opportunities through the NEA. In addition, staff worked to build relationships with HBCUs and shared information about funding opportunities through one-on-one outreach with representatives of multiple HBCUs in Louisiana, Maryland, North Carolina, Pennsylvania, Virgin Islands, Virginia, and West Virginia.

The NEA initiated the establishment of an Arts and Humanities Cluster of the White House Initiative, and provided leadership for cluster activities carried out in partnership with the National Endowment for Humanities. The Cluster held a joint grants workshop on the campus of Howard University for its faculty and staff, and is planning a joint day and a half federal funding symposium in Washington DC in 2019, with a focus on building capacity for competitive applications and increasing awareness of career pathways in arts, humanities, and culture.

Criminal Justice Reform

The NEA supports the President’s vision to reduce crime, enhance public safety, and provide those who have engaged in criminal activity with greater opportunities to lead productive lives. A growing body of research indicates that arts programs in justice facilities can help reduce recidivism rates, increase self-esteem, and improve social interactions and emotional health. The NEA’s national initiative *Shakespeare in American Communities* engages youths within the juvenile justice system with the works of Shakespeare through theater education programs. Theater companies and organizations across the nation partner with the juvenile justice system to reach youths, this may include juvenile facilities or detention centers, educational schools/programs specifically for juvenile offenders or incarcerated youths, court-appointed programs, short- or long-term treatment centers, or transitions centers. The NEA also partners with the Department of Justice, Federal Bureau of Prisons to provide an artist-in-residence program at individual correctional institutions within the federal prison system. Writing instructors conduct classes in creative writing to include fiction, creative non-fiction, poetry, memoir, and/or other types of writing, as needed. These classes can provide positive outcomes for rehabilitation, including reduced recidivism, increased prison safety and security, and improved emotional well-being for inmates.

NEA and Convenings

By leveraging strategic partnerships and engaging expert consultants, the NEA is in the position to conduct workshops, forums, and convenings to address important and emerging issues in the arts. For example, in October 2018, the NEA hosted the national convening *Close Listening: A National Case for the Value & Impact of Folk & Traditional Arts*. Participants included folk and traditional arts organizations, practitioners, and programs from 44 states, two territories, and the District of Columbia. The convening included discussions on the innovations, challenges, and priorities of the field as articulated by organizations large and small, as well as individual traditional artists.

Good Accounting Obligation in Government Act

In accordance with the Good Accounting Obligation in Government Act (P.L. 115-414), we are reporting the following:

- No public recommendations of the Government Accountability Office to report.
- In regards to public recommendations for corrective action from the NEA’s Office of Inspector General, we have no recommendations in a status of “open” or “closed, unimplemented” for a period exceeding one year preceding the submission of this budget justification.

We review and consider the appropriate action to take for recommendations from the Government Accountability Office and the agency's Office of Inspector General. It is our intent to implement corrective action to recommendations as quickly as possible within financial and human resources constraints. We are currently working on corrective actions in response to public recommendations from the NEA's Office of Inspector General reported during the audit of the agency.

The National Endowment for the Arts

Fiscal Year 2018 Annual Performance Report

and

Fiscal Years 2019 and 2020 Annual Performance Plan



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INTRODUCTION

The Fiscal Year (FY) 2018 Annual Performance Report (APR) and the FY 2019-2020 Annual Performance Plan (APP) supports the National Endowment for the Arts Strategic Plan: 2018-2022. The Strategic Plan outlines the agency's strategic goals and objectives and the means and strategies to accomplish them. The APR and APP set out performance goals and indicators in support of the strategic objectives.

This FY 2020 APP is presented in the context of the Administration's budget request for FY 2020, which seeks to eliminate the Arts Endowment. The budget seeks only enough funds to support an orderly termination of the Arts Endowment's operations and grant obligations. This budget request notwithstanding, the Arts Endowment is expected to meet the statutory requirements of the Government Performance and Results Modernization Act, which calls for the preparation and publication of updated strategic and performance plans "not later than the first Monday in February of any year in which the term of the President commences..."

For planning purposes only, the performance plan presented (as well as the plan's associated strategic plan) assumes that the Arts Endowment's operations will continue at a level commensurate with recent Congressional appropriations.

AGENCY AND MISSION INFORMATION

“The arts . . . belong to all the people of the United States.”¹

As the premier arts agency of the U.S. government, the National Endowment for the Arts has established itself as a vital and sustaining force in American culture, committed to serving all Americans by bringing the arts into their lives, schools, and communities.

Over the past 50 years, the Arts Endowment has become the largest funder of the arts and arts education nationwide and, as a catalyst of public and private support for the arts, an essential institution. Established by Congress in 1965, the agency annually awards an average of approximately 2,300 grants and cooperative agreements exceeding \$117 million, funding the arts in all 50 states and six U.S. jurisdictions, including rural and urban areas, and reaching civilian and military populations. The Arts Endowment also exercises leadership through targeted support of key initiatives, research and evaluation, and domestic and international partnerships. An organizational chart detailing the structure of the agency is presented following this section.

Arts Endowment grantees include nonprofit organizations; units of state and local government; federally recognized tribal communities or tribes; and, where permitted, individuals. The agency awards dollar-for-dollar matching grants to support exemplary projects in the following areas:

Accessibility	Museums
Artist Communities	Music
Arts Education	Musical Theater
Dance	Opera
Design & Creative Placemaking	Presenting & Multidisciplinary Works
Folk and Traditional Arts	Research
International	State & Regional Arts Organizations
Literature	Theater
Local Arts Agencies	Visual Arts
Media Arts	

All grant applications to the Arts Endowment are reviewed on the basis of artistic excellence and artistic merit. Applications generally receive three levels of review. First, they are evaluated by advisory panels composed of a diverse group of disciplinary experts and other individuals,

¹ National Foundation on the Arts and the Humanities Act of 1965, as amended

including at least one knowledgeable layperson. Panels make recommendations that are forwarded to the National Council on the Arts.

The National Council on the Arts, the agency's standing advisory body, is comprised of nationally and internationally renowned artists, distinguished scholars, and arts patrons appointed by the President and confirmed by the Senate. The Council also includes non-voting Congressional members that are appointed by Senate and House leadership from both sides of the aisle. The Council reviews and votes to approve or reject the applications. Its recommendations for funding are sent to the Arts Endowment chairman, who reviews those applications and makes the final decision on all grant awards.

By law, 40 percent of the Arts Endowment's grant-making dollars are awarded to the nation's 56 state and jurisdictional arts agencies (SAAs) and the six regional arts organizations (RAOs). These funds are administered through Partnership Agreements with the SAAs and RAOs—an investment that catalyzes arts projects in thousands of communities across the country. Partnership Agreements allow the Arts Endowment to build and sustain local capacity for planning, programming, evaluation, and communications.

Through these agreements, moreover, the Arts Endowment supports creation and implementation of statewide and region-wide plans for strengthening arts education and fostering the arts in underserved communities. Each plan reflects the priorities of the state's or region's citizens, whose views are solicited by each SAA/RAO through public hearings.

Together with the dollars that the Arts Endowment's grants routinely leverage, the agreements vastly extend the agency's reach and impact, aligning national leadership with local benefits. These partners are critical to the agency's ability to fulfill its mission.

Mission: To strengthen the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation.

The mission of the National Endowment for the Arts is based on an abiding conviction that the arts play an integral role in national life and public discourse. The first half of the statement refers to the agency's deep-rooted investment in the artistic and creative assets of diverse places and people throughout the country. The Arts Endowment is committed to helping organizations that seek to leverage these assets more effectively as part of a comprehensive strategy to integrate the arts into the fabric of community life.

The second half identifies the need to reach every individual with multiple channels for engaging with artistic excellence, thus improving the likelihood that Americans from all backgrounds will benefit directly from the Arts Endowment's activities.

The inspirational values of artistic excellence and creativity that define the agency's role within the federal government and the nation are articulated by the National Foundation on the Arts and Humanities Act of 1965, as amended. These “Declarations of Findings and Purposes” include:

- “An advanced civilization must not limit its efforts to science and technology alone, but must give full value and support to the other branches of scholarly and cultural activity in

order to achieve a better understanding of the past, a better analysis of the present, and a better view of the future.”

- “Democracy demands wisdom and vision in its citizens. It must therefore foster and support a form of education, and access to the arts...designed to make people of all backgrounds and wherever located masters of their technology and not its unthinking servants.”
- "While no government can call a great artist or scholar into existence, it is necessary and appropriate for the federal government to help create and sustain not only a climate encouraging freedom of thought, imagination, and inquiry but also the material conditions facilitating the release of this creative talent."
- “To fulfill its educational mission, achieve an orderly continuation of free society, and provide models of excellence to the American people, the federal government must transmit the achievement and values of civilization from the past via the present to the future, and make widely available the greatest achievements of art.”

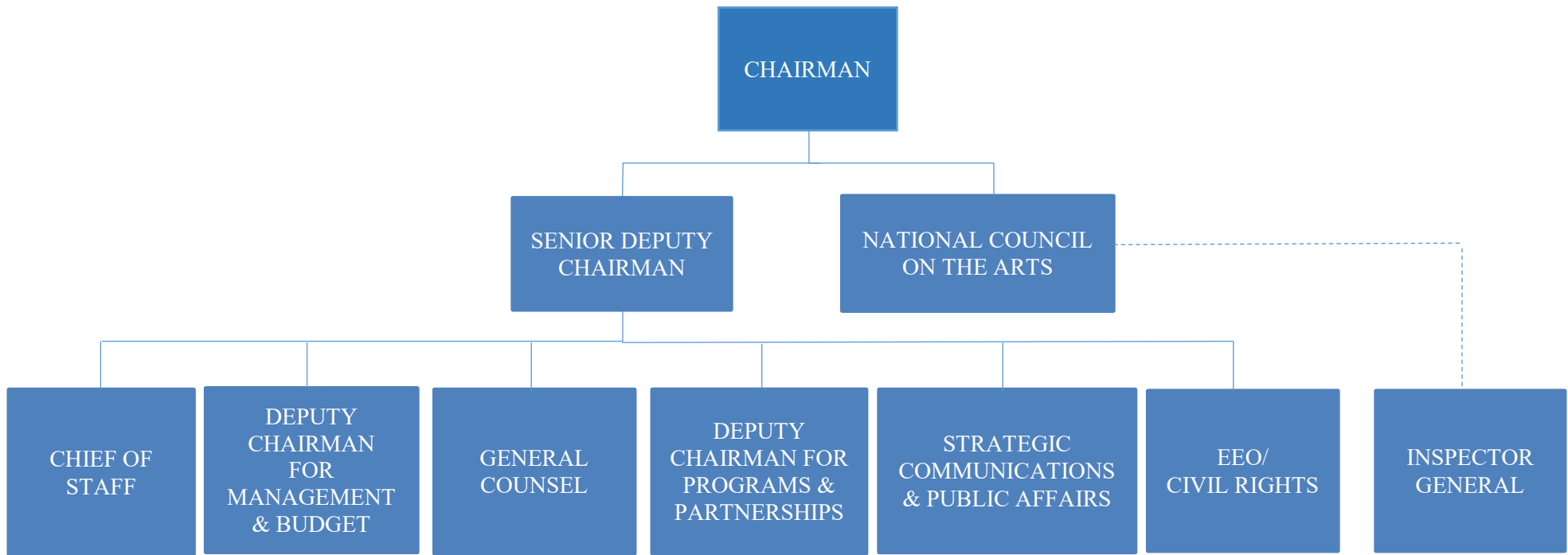
The Arts Endowment's vision statement rests on those enduring claims. The arts allow Americans to dream of fresh possibilities and to expand their horizons as thinkers and citizens in a world of complex ideas and technologies, as well as to contribute to the cultural legacy of the nation. Access to imagination and artistic creativity is an inherent good; it also can awaken the potential for a better quality of life. Engagement with the arts will allow Americans to fully realize their creative and imaginative potential as individuals and as communities.

Vision Statement: A nation in which every American benefits from arts engagement, and every community recognizes and celebrates its aspirations and achievements through the arts.

The agency’s goals, and the objectives and strategies to achieve them, including cross-agency collaborations, are detailed in The National Endowment for the Arts Strategic Plan, Fiscal Years 2018-2022, which was issued in February 2018 and published [online](#). The annual performance plan, which can be found on the agency’s [website](#) as part of the Appropriations Request for Fiscal Year 2019, was based on the Strategic Plan and described the performance goals and indicators necessary to assess the agency’s progress in accomplishing its strategic objectives. The plan also described planned actions and milestones to address the agency’s management priority, research and evaluation activities that supported the development of the annual performance plan and strategic plan, and information on data validation and verification.

The Fiscal Year (FY) 2018 Annual Performance Report (APR) reports on the progress of the National Endowment for the Arts’ FY 2018-2022 Strategic Plan. The Strategic Plan outlines the agency’s strategic goals and objectives and the means and strategies to accomplish them. The APR reports on the performance goals and indicators in support of the strategic objectives. Performance and other indicators, prior year data, and current status have been provided below for each strategic objective.

Fig. 1. National Endowment for the Arts Organizational Structure



DATA SOURCES, VALIDATION & VERIFICATION

Since this is the first reporting year for the agency's new Annual Performance Plan based on its FY 2018-2022 Strategic Plan, some measures are new with limited historical data available for reporting. The agency also must omit reporting for a few indicators due to new data collections initiated by the new plan.

For performance indicators, FY 2019 and FY 2020 targets are established from baseline data collections reported in this APR with the exception of those few indicators not reported this year.

Data Sources

Data sources for performance reporting include both external data collections and internal administrative data. These data are tracked and maintained in separate systems, including spreadsheets. Following review by the providing office, data are collected, reviewed, integrated, and maintained by the NEA's Office of Research & Analysis. The sources of data (and corresponding acronyms) used most frequently in this document are as follows:

FDR – Final Descriptive Report. At the completion of each grant, each grantee submits a Final Descriptive Report to the agency, which includes data pertaining to many of the agency's strategic objectives. FDR data are reported as filed by grantees and have not been subject to independent verification.

eGMS – Grants Management System. This is the agency's internal Grants Management System (GMS), which tracks basic administrative data on the agency's grant-making activities, including counts of applications received and grants awarded. The agency recently transitioned its grant records from an older GMS system to an online platform developed in collaboration with the National Endowment for the Humanities. While awards made to State and Regional Partnerships are included in eGMS, data on sub-awards made by those Partnerships are not yet part of this dataset.

SPPA – Survey of Public Participation in the Arts. The SPPA is a comprehensive and detailed survey conducted by the U.S. Census Bureau every five years (as part of that agency's household surveys) and provides insight into the nature and extent of Americans' participation in the arts. The most recent survey took place in 2017.

AABS – Annual Arts Basic Survey. The AABS is also conducted by the Census Bureau as a supplement to their Current Population Survey and features selected summary questions drawn from the SPPA. Although less detailed than the larger survey, the AABS has provided estimates of U.S. participation in the arts during years in which the SPPA is not administered.

Throughout this document, data are reported through FY 2018 unless otherwise noted. A significant exception is FDR data. The most recent data available from grantees' FDRs are from FY 2017, due to a lag occurring from the time of the agency's award of a grant to the conclusion of the grant and extending to the grantee's submission of the FDR. For example, if a grant award

is made in FY 2014 and the performance period is one year, then the FDR from that grant will not have been submitted for up to 90 days into FY 2015. Accounting for this delay, FDR data are reported here by the fiscal year in which the respective grants were awarded, not by the date of FDR receipt. With reference to the example above, the FDR data are captured in FY 2014 because that is the year in which the grant was awarded.

Because of the delay in receipt of FDR data, it is important to identify the overall percentage of FDRs received to date in order to establish the context for these indicators. The following table provides this information for the performance period reported throughout this document. Given that only 56% of FDRs have been received for grants awarded in FY 2017, data throughout this report for FY 2017 may be low in comparison to FY 2014 through FY 2016.

Number and Percentage of FDRs Received – 2014 - 2018					
	2014	2015	2016	2017	2018
Number of FDRs Received	2,155	2,114	2,031	1,399	N/A
Percentage Received	97%	91%	84%	56%	N/A

Data Validation and Verification

The NEA ensures the accuracy and reliability of the performance data in its Annual Performance Report in accordance with the five data quality specifications in the GPRA Modernization Act of 2010 for:

- **Means used to verify and validate measured values:** All performance data reported in the Annual Performance Report are subject to internal data verification and validation by the agency’s Office of Research & Analysis (ORA). A key component of data validation is agency staff consultation. Agency staff are consulted during indicator development to assess whether data collected and measures are a true reflection of the performance being measured and have a clear relationship to the mission and strategic objectives of the agency. Data verification procedures are in place to assess data accuracy, completeness, consistency, and availability. The NEA creates an internal guidance document for performance measure reporting, including in a detailed matrix its indicators, data sources, analytical methods (including formulas), and verification procedures specific to individual indicators. Prior to indicator analysis and reporting, ORA staff review datasets for completeness; missing data are identified and reported in the Annual Performance Report. Methods for handling anomalous data are established and used. In some cases, data are re-checked against source information (e.g., grantee final reports). Confirmatory analyses are then undertaken.
- **Level of accuracy required for the intended use of data:** Performance data reported in the Annual Performance Report are used for management purposes, as a representative indicator of progress in relation to an established target or goal. The accuracy of the data is that which is considered necessary, for discussion purposes, to provide a reasonable representation of progress made relative to a target or goal, enabling the NEA senior management to determine if progress is adequate.

- **Limitations to the data at the required level of accuracy:** NEA performance data are subject to potential errors from: the use of estimations and extrapolations, especially where direct measurement is impractical and/or considered too costly; incomplete data; or incorrect coding of grant awards to strategic objectives. The most significant limitation related to grant report data is the self-reported nature of data. As noted above, grant data are reported as submitted by grantees and are not independently verified. In addition, since grantee report data must be extracted from PDF forms and converted into a dataset, data inaccuracies due to programming errors is possible. See Management Priority on page 58 for more information on efforts to improve the quality of grants data reporting.
- **How the agency has compensated for such limitations if needed to reach the required level of accuracy:** The measurement procedures for each performance measure used in the Annual Performance Report will be described in accompanying documentation. Submitted data are reviewed according to the scope and nature of the activity and in the context of other information to gauge accuracy. Following review and verification by the submitting office, the data are reviewed within their corresponding trends and programmatic contexts by the ORA to determine if further review is needed to adjust or correct the reported data before publication. Senior management and leadership consider this level of accuracy to be acceptable in their use of the data. Prior experience with using the data, and with assessing historical trends and programmatic contexts, suggest that any limitations are minor and that compensating measures are unnecessary.

ANNUAL PERFORMANCE REPORT AND PLAN

STRATEGIC GOAL 1

Support Art that Meets the Highest Standards of Excellence

Throughout its history, the United States of America has exemplified ingenuity and inventiveness in such diverse fields as science, engineering, agriculture, medicine, commerce, and information technology. But our nation’s advances in artistic excellence and innovation have been no less profound or transformative.

American artworks are recognized and celebrated worldwide. American artists have made indelible contributions such as original plays and literature; music and dance compositions; paintings, sculpture, and craft arts; films, video, and photography; and architecture and design. The National Endowment for the Arts exists to support art that meets the highest standards of excellence—whether such projects involve celebrating artistic and cultural traditions, creating original artworks, or strengthening the nation’s cultural infrastructure.

The following table shows the percentage of direct grants that the Arts Endowment has awarded with the intent of supporting art that meets the highest standards of excellence.

Strategic Goal 1: Support Art that Meets the Highest Standards of Excellence.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.a	Percentage of direct grants awarded by the Arts Endowment with the intent of supporting goal 1.	22.21%	19.78%	20.64%	18.26%	16.70%

Source: eGMS

As seen from the table above, an average of 19.5% of direct grants per year are awarded by the Arts Endowment with the intent of supporting art that meets the highest standards of excellence. These percentages range from nearly 17% to 22% over the span of five years.

The direct grants awarded by the Arts Endowment with the intent to support art that meets the highest standards of excellence are awarded across a variety of artistic disciplines with the funds provided.

Strategic Goal 1: Support Art that Meets the Highest Standards of Excellence.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.b	The percentage of direct grants awarded by artistic discipline by the Arts Endowment with the intent of supporting Goal 1.					
	<i>Artist Communities</i>	93.94%	84.85%	90.70%	100.00%	97.50%
	<i>Challenge America</i>	0.70%	0.00%	0.00%	0.00%	11.6%
	<i>Creativity Connects</i>	N/A*	N/A*	N/A*	10.81%	25.71%
	<i>Dance</i>	38.18%	41.51%	38.75%	34.94%	24.54%
	<i>Design</i>	12.17%	8.26%	9.84%	5.97%	5.41%
	<i>Folk & Traditional Arts</i>	10.16%	10.37%	10.88%	13.91%	0.88%
	<i>Literature</i>	45.86%	43.56%	34.94%	34.48%	34.94%
	<i>Local Arts Agencies</i>	20.00%	10.91%	13.21%	17.31%	20.00%
	<i>Media Arts</i>	26.47%	19.26%	21.83%	31.79%	32.20%
	<i>Museum</i>	13.33%	5.88%	4.92%	0.79%	0.00%
	<i>Music</i>	12.45%	11.21%	17.39%	7.46%	3.91%
	<i>Opera</i>	26.09%	20.29%	29.23%	18.06%	14.29%
	<i>Presenting & Multidisciplinary Works</i>	16.03%	13.56%	17.22%	23.67%	19.64%
	<i>Theater & Musical Theater</i>	47.76%	46.21%	43.70%	31.16%	28.33%
<i>Visual Arts</i>	41.49%	31.20%	32.26%	25.69%	23.73%	
1.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 1.	\$12,619,773	\$11,909,638	\$12,569,297	\$11,509,967	\$9,444,500

Source: eGMS

* There were no awards in this category for these grant years that supported Goal 1

The table above shows, over the span of five years, the percentage of direct grants awarded by various artistic discipline by the Arts Endowment with the intent of supporting art that meets the highest standards of excellence. Of the 15 artistic disciplines listed, the discipline of Artist Communities funds the highest percentage of awards with the intent of supporting Goal 1, ranging from 85% in FY 2015 to 100% in FY 2017. Literature also has a high rate of funding such grants at an average of 39% over this five-year period. By contrast, the Museum discipline funded the least percentage of such awards, ranging from 0% to 13%. Anomalies in this table, such as the sharp reduction of Folk & Traditional Arts grant awards assigned to the Creation goal, suggest the possibility of errors in the assignment of strategic objectives to grant awards; these anomalies will be further investigated.

Overall, the Arts Endowment has funded a total of over \$58 million in direct grants over the span of five years with the intent to support art that meets the highest standards of excellence.

Strategic Objective 1.1

Honor and Support Artistic Activities and Traditions across the Nation.

The Arts Endowment has continually lauded and preserved significant cultural contributions and traditions as part of the country’s artistic legacy. For example, in 1982 the agency recognized the need to preserve the distinctly American art form of jazz as well as folk and traditional art forms in order that they may be practiced and enjoyed by new generations of Americans. This recognition spurred creation of two lifetime awards honoring artists in these fields: Jazz Masters Fellowships and National Heritage Fellowships.

The comprehensive scope and variety of artistic offerings supported by the Arts Endowment presents myriad opportunities to engage Americans with new and old artistic traditions. By funding these opportunities, but also through national leadership initiatives and strategic partnerships, the agency promotes civic dialogue around vital and constantly reinvigorated artistic practices, shaped by values and standards of excellence that are passed from generation to generation.

Success for this objective will mean that artistic activities and traditions are preserved for the enjoyment and enlightenment of future generations. The Arts Endowment will support excellent projects covering a wide range of artistic and cultural traditions across the country, including those in rural and historically underserved areas. Additionally, master artists will be honored for their exceptional achievements and for their tangible contributions to the nation's artistic heritage.

Performance Goal 1.1.1

FY 2018 Performance: Each year, the Arts Endowment supports archival, documentation, and preservation projects and mentorship and apprenticeships that sustain artistic traditions by supporting activities such as apprenticeships, conservation, repairs and restorations, or identification and documentation. Below is the percentage of direct grants awarded by the Arts Endowment by fiscal year with the intent of sustaining artistic traditions through these activities. These grants were identified through indicators selected by grant recipients to reflect the nature of proposed activities and are not limited to grants awarded with the intent to support art that meets the highest standards of excellence (Strategic Goal 1).

Strategic Objective 1.1. Honor and Support Artistic Activities and Traditions across the Nation						
Performance Goal 1.1.1. Each Year the NEA supports archival, documentation, and preservation projects and mentorship and apprenticeships that sustain artistic traditions.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.1.1.1	The % of direct grants awarded by the NEA with the intent of sustaining artistic traditions.	2%	2%	2%	1%	2%

Source: eGMS

Projected FY 2019 and FY 2020 Performance: Based on historical trend data, it is projected that two percent of Arts Endowment direct grants will be awarded with the intent of sustaining artistic traditions through apprenticeships, conservation, repairs and restoration, or identification and documentation.

Other Indicators

These direct grants have supported sustaining artistic traditions in a variety of disciplines and engaged a number of individuals with the amount of funding provided.

Performance Goal 1.1.1. Each Year the Arts Endowment supports archival, documentation, and preservation projects and mentorship and apprenticeships that sustain artistic traditions.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.1.1.2	The % of Arts Endowment direct grants by artistic discipline with the intent of sustaining artistic traditions.					
	<i>Arts Education</i>	0.62%	0.58%	2.06%	0.52%	2.27%
	<i>Challenge America Fast-Track</i>	1.40%	N/A*	N/A*	N/A*	N/A*
	<i>Dance</i>	3.03%	1.26%	2.50%	1.20%	2.45%
	<i>Design</i>	2.61%	0.83%	4.92%	3.73%	2.70%
	<i>Folk & Traditional Arts</i>	9.38%	11.11%	9.52%	11.30%	11.40%
	<i>Local Arts Agencies</i>	2.22%	1.82%	1.89%	0.00%	0.00%
	<i>Media Arts</i>	1.47%	6.67%	2.82%	2.31%	2.82%
	<i>Museum</i>	5.71%	4.20%	3.28%	3.15%	3.88%
	<i>Music</i>	0.39%	0.45%	0.79%	0.00%	0.00%
	<i>Presenting & Multidisciplinary Works</i>	0.64%	0.56%	0.48%	0.48%	1.19%
	<i>Research</i>	0.00%	0.00%	6.25%	0.00%	0.00%
	<i>Theater & Musical Theater</i>	0.75%	0.00%	0.37%	0.00%	0.43%
	<i>Visual Arts</i>	1.06%	0.80%	0.65%	1.39%	2.54%
1.1.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of sustaining artistic traditions.	\$1,113,316	\$1,439,137	\$1,322,689	\$1,050,392	\$1,063,000
1.1.1.4	The number of individuals who participated in Arts Endowment-supported activities that sustained artistic traditions.	368,917	215,794	457,120	24,480	N/A

Source: eGMS, FDR

* There were no awards in this category for these grant years that supported sustaining artistic traditions.

Of the 13 disciplines listed, Folk & Traditional Arts funded the highest percentages (over 11% in 2017 and 2018) of direct grants with the intent of sustaining artistic traditions over the span of five years. Media Arts and Museum funded the next highest percentages with an average of 3%

and 4% respectively. By contrast, Theater & Musical Theater funded the least percentages of such grants, ranging from 0% to 0.8%.

The Arts Endowment has funded almost \$6 million in direct grants with the intent of sustaining artistic traditions over the span of these five years.

From FY 2014 to FY2016,² an average of 347,277 individuals per year participated in Arts Endowment-supported activities that sustained artistic traditions.

Strategic Objective 1.2
Expand the portfolio of American Art.

American art affirms the creative genius of the nation’s spirit, assesses the full range of individual and societal experiences composing the nation’s identity and that of its peoples, meditates on its struggles and conflicts, and envisions new prospects for the future. The Arts Endowment is committed to enriching the nation’s artistic output. It does so by funding projects that commission original artistic pieces, and by providing direct support to creative writers of distinction.

Success for this objective would mean that an incremental but substantial number of new original artworks would flourish within the United States, representing all artistic disciplines.

Performance Goal 1.2.1

FY 2018 Performance: Annually, the Arts Endowment supports projects with the intent of creating or commissioning original works of art. Original works of art do not include student works, adaptations, re-creations, or restaging of existing works. In accordance with the Strategic Plan, successful performance would be illustrated by the creation of new artworks. The percentage of direct grants that the Arts Endowment has awarded to expand the portfolio of American art is below. These grants were identified through indicators selected by grant recipients to reflect the nature of proposed activities and are not limited to grants awarded with the intent to support art that meets the highest standards of excellence (Strategic Goal 1).

Strategic Objective 1.2. Expand the Portfolio of American Art.						
Performance Goal 1.2.1. Annually, the Arts Endowment supports projects with the intent of creating or commissioning original works of art. Original works of art do not include student works, adaptations, re-creations, or restaging of existing works.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.2.1.1	The percentage of direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art.	13.59%	13.61%	14.59%	12.64%	12.12%

Source: eGMS

² FY 2017 is excluded from this average since the majority of grantee reports associated with this strategic objective have not yet been received.

The percentage of direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art ranged from 12% to almost 15% from FY 2014- FY 2018. A grantee's intent to create or commission an original work of art was identified through their selection of the descriptor of "Artwork Creation" to describe their project activities on their grant application.

Projected FY 2019 and FY 2020 Performance: Based on historical trend data, it is projected that at least 12 percent of Arts Endowment direct grants will be awarded with the intent of creating or commissioning works of art in FY 2019 and FY 2020.

Other Indicators

These direct grants have supported the creation of a number of original artworks in a variety of disciplines with the funds provided, as seen in the table that follows.

Performance Goal 1.2.1. Annually, the Arts Endowment supports projects with the intent of creating or commissioning original works of art. Original works of art do not include student works, adaptations, re-creations, or restaging of existing works.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.2.1.2	The % of Arts Endowment direct grants awarded by artistic discipline with the intent of creating or commissioning original works of art.					
	<i>Artist Communities</i>	33.33%	27.27%	41.86%	25.64%	17.50%
	<i>Arts Education</i>	1.86%	1.16%	1.03%	1.04%	1.14%
	<i>Arts Engagement in American Communities</i>	1.96%	1.08%	5.62%	4.82%	0.00%
	<i>Challenge America</i>	4.90%	5.00%	4.76%	9.09%	0.00%
	<i>Creativity Connects</i>	N/A*	N/A*	N/A*	18.92%	17.14%
	<i>Dance</i>	29.09%	32.70%	28.75%	28.31%	23.31%
	<i>Design</i>	28.70%	36.36%	36.07%	26.12%	28.83%
	<i>Folk & Traditional Arts</i>	5.47%	3.70%	2.72%	4.35%	3.51%
	<i>Literature</i>	1.91%	1.23%	1.81%	2.30%	3.01%
	<i>Local Arts Agencies</i>	22.22%	16.36%	15.09%	25.00%	24.44%
	<i>Media Arts</i>	18.38%	19.26%	16.20%	13.87%	18.08%
	<i>Museum</i>	7.62%	5.04%	8.20%	3.94%	2.91%
	<i>Music</i>	4.67%	6.28%	10.67%	4.85%	6.52%
	<i>Opera</i>	17.39%	7.25%	20.00%	12.50%	7.94%
	<i>Presenting & Multidisciplinary Works</i>	14.74%	14.12%	20.57%	14.98%	12.50%
	<i>Research</i>	0.00%	0.00%	6.25%	0.00%	0.00%
	<i>Theater & Musical Theater</i>	27.61%	25.63%	23.33%	21.38%	21.46%
	<i>Visual Arts</i>	26.60%	28.80%	23.23%	24.31%	15.25%
1.2.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art.	\$9,049,971	\$10,030,372	\$9,851,510	\$9,424,408	\$7,791,500
1.2.1.4	The number of professional original works of art created as a result of Arts Endowment direct grant awards.	5,985	2,707	1,704	1,309	N/A

Source: eGMS, FDR

* There were no awards in this category for the years that had the intent of creating or commissioning original works of art.

Of the 19 disciplines listed, Design awarded the highest percentages of direct grants with the intent of creating or commissioning original works of art ranging from 26% to 36% across five years. Artist Communities and Dance came close second with an average of 29% of such grants from FY 2014 to FY 2018. By contrast, Research funded mostly no such grants over the years, with the exception of 6.25% in FY 2016. For indicator 1.2.1.4, the number of professional original works of art is unusually high in FY 2014 due to two grants reporting very high numbers of artworks created.

Overall, the Arts Endowment obligated over \$46 million in direct grants with the intent of creating or commissioning original works of art over the FY 2014-FY 2018 period.

An average of 2,926 professional original works of art were created per year as a result of these direct grants in FY 2014-2017.

Strategic Objective 1.3

Strengthen the cultural infrastructure of the nation.

The Arts Endowment’s founding legislation states: “It is necessary and appropriate for the federal government to help create and sustain not only a climate encouraging freedom of thought, imagination, and inquiry, but also the material conditions facilitating the release of this creative talent.” These “material conditions” include the financial and human resources needed for designing, planning, and executing projects showcasing artistic excellence. Although it is unreasonable to suppose that any single federal agency can fully support this vast cultural enterprise, the Arts Endowment is positioned to shape key components of it—through direct grant-making and State/Regional Partnerships, but also through research, publications, and convenings.

Success for this objective would mean an incremental but substantial number of services provided to the field through professional development or other opportunities supported by the Arts Endowment.

Performance Goal 1.3.1

FY 2018 Performance: Each year, the Arts Endowment supports professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure. Direct grants are awarded for activities ranging from professional development and training to research and technical assistance. The percentage of direct grants awarded by the Arts Endowment in support of strengthening the nation’s cultural infrastructure are shown below. These grants were identified through indicators selected by grant recipients to reflect the nature of proposed activities and are not limited to grants awarded with the intent to support art that meets the highest standards of excellence (Strategic Goal 1).

Strategic Objective 1.3. Strengthen the cultural infrastructure of the nation.						
Performance Goal 1.3.1 Each year the Arts Endowment supports professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.3.1.1	1.3.1.1. The % of direct grants awarded by the Arts Endowment with the intent of strengthening the U.S. cultural infrastructure.	7.54%	7.04%	6.34%	7.54%	6.36%

Source: eGMS

Across a five-year span, an average of 7% of direct grants awarded by the Arts Endowment support professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure.

Projected FY 2019 and FY 2020 Performance: Based on historical trend data, it is projected that at least six percent of Arts Endowment direct grants will be awarded in FY 2019 and FY 2020 with the intent of strengthening the U.S. cultural infrastructure.

Other Indicators

These direct grants engage a number of individuals in activities that strengthen the cultural infrastructure across a variety of disciplines with the funds awarded, as shown below.

Performance Goal 1.3.1 Each year the Arts Endowment supports professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.3.1.2	1.3.1.2. The % of Arts Endowment direct grants awarded by artistic discipline with the intent of strengthening the U.S. cultural infrastructure.					
	<i>Artist Communities</i>	3.03%	3.03%	2.33%	2.56%	2.50%
	<i>Arts Education</i>	10.56%	15.03%	11.34%	13.54%	13.64%
	<i>Arts Engagement in American Communities</i>	1.96%	1.08%	0.00%	3.61%	0.00%
	<i>Challenge America</i>	1.40%	0.63%	0.79%	0.76%	0.00%
	<i>Creativity Connects</i>	N/A*	N/A*	N/A*	16.22%	5.71%
	<i>Dance</i>	4.24%	3.77%	1.88%	5.42%	4.29%
	<i>Design</i>	19.13%	18.18%	10.66%	20.15%	16.22%
	<i>Folk & Traditional Arts</i>	13.28%	6.67%	6.12%	4.35%	2.63%
	<i>Literature</i>	3.18%	2.45%	2.41%	3.45%	4.22%
	<i>Local Arts Agencies</i>	17.78%	23.64%	18.87%	9.62%	17.78%
	<i>Media Arts</i>	8.82%	4.44%	6.34%	12.14%	10.73%
	<i>Museum</i>	1.90%	1.68%	0.82%	1.57%	0.97%
	<i>Music</i>	5.84%	6.28%	5.14%	4.48%	4.78%
	<i>Opera</i>	10.14%	11.59%	12.31%	9.72%	11.11%
	<i>Presenting & Multidisciplinary Works</i>	8.97%	7.34%	6.22%	8.70%	8.93%
	<i>Research</i>	78.95%	68.42%	62.50%	68.75%	80.00%
	<i>State & Regional</i>	1.59%	4.62%	10.14%	8.82%	1.59%
	<i>Theater & Musical Theater</i>	6.72%	5.78%	7.41%	4.35%	4.72%
	<i>Visual Arts</i>	3.19%	4.00%	5.81%	6.25%	2.54%
1.3.1.3	1.3.1.3. Obligated funds for direct grants awarded by the Arts Endowment with the intent of strengthening the U.S. cultural infrastructure.	\$5,491,847	\$5,517,219	\$5,174,153	\$7,238,133	\$5,632,225
1.3.1.4	1.3.1.4. The # of individuals who participated in Arts Endowment-supported activities that strengthened the U.S. cultural infrastructure.	5,327,073	3,171,840	1,542,936	286,317	N/A

Source: eGMS, FDR

* *There were no awards in this category for the years that had the intent strengthening the U.S. cultural infrastructure.

The percentages of Arts Endowment direct grants with the intent of strengthening the U.S. cultural infrastructure vary across artistic disciplines ranging from 0% to 80%. Of the 20 artistic disciplines listed, Research consistently awarded the highest percentages of such awards ranging from 63% to 80% from FY 2014 to FY 2018. Local Arts Agencies and Design funded the next highest percentages of such grants at an average of 18% and 17% respectively. By contrast, Challenge America funded the least amount of such grants with an average of 0.89%.

From FY 2014 to FY 2018, Arts Endowment obligated a total of over \$29 million in direct grants with the intent of strengthening the U.S. cultural infrastructure.

Arts Endowment grant recipients reported an average of over 2.5 million individuals per year participated in Arts Endowment-supported activities that strengthened the U.S. cultural infrastructure from FY 2014 to FY 2017. Note that the apparent drop in number of individuals in FY 2017 is due to the low percentage of final reports received to date and should not be interpreted as an actual decrease.

Performance Goal 1.3.2

FY 2018 Performance: Each year, the Arts Endowment holds convenings and produces reports on the needs and opportunities affecting the U.S. cultural infrastructure. The number of convenings and reports produced by fiscal year can be seen below.

Strategic Objective 1.3. Strengthen the cultural infrastructure of the nation.						
Performance Goal 1.3.2. Each year, the Arts Endowment holds convenings and/or produces reports on needs and opportunities affecting the U.S. cultural infrastructure.						
Indicator Number	Measure	2014	2015	2016	2017	2018
1.3.2.1	1.3.2.1. The # of reports and/or convenings produced annually by the Arts Endowment on needs and opportunities affecting the U.S. cultural infrastructure.	N/A	N/A	N/A	N/A	16

Source: Arts Endowment administrative documentation

In FY 2018, there were 16 reports and/or convenings produced by the Arts Endowment on needs and opportunities affecting the U.S. cultural infrastructure. Reports this year include U.S. Trends in Arts Attendance and Literary Reading: 2002-2017 and the 2018 Guide to the National Endowment for the Arts. Convenings included a series of summits associated with Creative Forces and an Arts Education Collective Impact grantee convening. This is a new indicator not previously tracked, therefore historical data prior to 2018 are not presented.

FY 2019 and FY 2020 Performance: Based on an assumption of continued funding at FY 2018 levels, it is projected that at least 16 reports and/or convenings will be produced in FY 2019 and FY 2020 on needs and opportunities affecting the U.S. cultural infrastructure.

STRATEGIC GOAL 2

Cultivate Public Engagement with, and Access to, Various Forms of Excellent Art across the Nation

Artworks and audiences come together to create an experience that is unique, memorable, and life-affirming. Americans connect with art by attending music, dance, and theater performances; by touring architectural sites and art exhibits; by reading works of literature; and by enjoying artworks through electronic and digital media. Americans also participate in the arts through a variety of learning opportunities. Arts and cultural assets and activities contribute to the flourishing of communities—whether urban or rural, or small, mid-sized, or large—across the nation. Creative arts therapies and arts-in-health programs contribute to the health and healing of individuals.

The arts spur job creation, productivity, and economic growth. Artists, arts workers, and arts industries improve the aesthetic appeal of a community—and they play key roles in increasing civic pride and well-being, and in drawing local investments. The arts allow spaces and opportunities for community members of different backgrounds to converge on a shared aesthetic experience, one that summons their collective creativity and allows them to re-imagine their surroundings.

This strategic goal recognizes the importance of supporting numerous and diverse opportunities for the American people to engage directly with excellent artworks and to acquire knowledge and skills in the arts throughout their lives. It also champions the integration of arts and cultural practices with community life and it elevates the healing role of the arts.

The following table shows the percentage of direct grants awarded by the Arts Endowment to cultivate public engagement with, and access to, various forms of excellent art across the nation.

Strategic Goal 2: Cultivate Public Engagement with, and Access to, Various Forms of Excellent Art across the Nation.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.a	The % of direct grants awarded by the Arts Endowment with the intent of supporting goal 2.	74.11%	76.59%	76.09%	78.41%	80.12%

Source: eGMS

An average of 77% of direct grants awarded by the Arts Endowment support cultivating public engagement with, and access to, various forms of excellent art across the nation.

These direct grants provided funding across a variety of artistic disciplines, as seen in the table that follows.

Strategic Goal 2: Cultivate Public Engagement with, and Access to, Various Forms of Excellent Art across the Nation.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.b	The % of Arts Endowment direct grants by artistic discipline with the intent of supporting goal 2.					
	<i>Artist Communities</i>	6.06%	15.15%	9.30%	0.00%	2.50%
	<i>Arts Education</i>	100.00%	100.00%	100.00%	100.00%	100.00%
	<i>Arts Engagement in American Communities</i>	100.00%	100.00%	100.00%	100.00%	100.00%
	<i>Challenge America</i>	99.30%	100.00%	100.00%	100.00%	88.24%
	<i>Creativity Connects</i>	N/A*	N/A*	N/A*	89.19%	74.29%
	<i>Dance</i>	61.82%	58.49%	61.25%	65.06%	75.46%
	<i>Design</i>	87.83%	91.74%	90.16%	94.03%	94.59%
	<i>Federal Partnerships</i>	100.00%	100.00%	100.00%	100.00%	0.00%
	<i>Folk & Traditional Arts</i>	89.84%	89.63%	89.12%	86.09%	99.12%
	<i>Literature</i>	54.14%	56.44%	65.06%	65.52%	65.06%
	<i>Local Arts Agencies</i>	80.00%	89.09%	86.79%	82.69%	80.00%
	<i>Media Arts</i>	73.53%	80.74%	78.17%	68.21%	67.80%
	<i>Museum</i>	86.67%	94.12%	95.08%	99.21%	100.00%
	<i>Music</i>	87.55%	88.79%	82.61%	92.54%	96.09%
	<i>Opera</i>	73.91%	79.71%	70.77%	81.94%	85.71%
	<i>Presenting & Multidisciplinary Works</i>	83.97%	86.44%	82.78%	76.33%	80.36%
	<i>Theater & Musical Theater</i>	52.24%	53.79%	56.30%	68.84%	71.67%
	<i>Visual Arts</i>	58.51%	68.80%	67.74%	74.31%	76.27%
2.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 2.	\$49,234,521	\$49,316,882	\$48,264,992	\$53,281,933	\$49,086,521

Source: eGMS

*There were no awards in this category for these grant years that supported goal 2.

A high percentage of direct grants awarded across varying disciplines have supported cultivating public engagement with, and access to, various forms of excellent art across the nation across the five-year period. A few disciplines, such as Arts Education, Arts Engagement in American Communities, and Federal Partnership, fund 100% of such grants. Similarly, other disciplines have an average of 85% of funding such direct grants. By contrast, the Artist Communities discipline funds only about 6.6% of these grants.

From FY 2014 to FY 2018, Arts Endowment obligated over \$249 million in direct grants with the intent of supporting goal 2.

Strategic Objective 2.1

Provide opportunities for the American people to engage with the Arts.

Arts experiences open new vistas of possibility, they challenge our aesthetic, emotional, and intellectual constructs, and they enlarge our understanding of what it means to be human.

Americans connect with art by attending music, dance, and theater performances; by touring architectural sites and art exhibits; and by reading works of literature. They participate through electronic media—including TV, radio, handheld or mobile devices, and the internet—whether sampling a video clip, curating a playlist, or downloading a blog entry about graphic art. Furthermore, American audiences and artists are constantly discovering the potential for immersive storytelling technologies such as virtual and augmented reality.

The Arts Endowment's grant-making programs are responsive to the changing landscape of arts participation. The agency rewards innovative strategies and models for engaging the public directly with arts experiences and for making them accessible to all.

Similarly, just as the Arts Endowment is charged with helping to preserve America’s great artistic traditions in all their variety, it also has a responsibility to bring those works and artistic practices into diverse populations and thereby stimulate new discoveries for all people. This emphasis on art "delivery" systems is in keeping with a new generation of arts audiences who, faced with many competing options for spending discretionary time, nevertheless appear to prefer personal participation in the arts over passive spectatorship.

Success for this objective would mean incremental but substantial numbers of people from various demographic and geographic backgrounds engaging in Arts Endowment-funded projects across all artistic disciplines.

Performance Goal 2.1.1

FY 2018 Performance: Each year, the Arts Endowment supports opportunities for the American people to engage with the arts. Below is the percentage of direct grants awarded by the Arts Endowment that provided opportunities for the American people to engage with the arts.

Strategic Objective 2.1. Provide opportunities for the American People to engage with the Arts.						
Performance Goal 2.1.1 Each year the Arts Endowment supports opportunities for the American people to engage with the Arts.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.1.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to engage with the arts.	54.02%	56.20%	55.08%	61.64%	63.56%

Source: eGMS

From FY 2014-FY 2018, more than half (average 58%) of the direct grants awarded by the Arts Endowment provided opportunities for the American people to engage with the arts.

Projected FY 2019 and FY 2020 Performance: Based on a rising trend across the last five years, it is projected that 65% of direct grants will be awarded in FY 2019 and FY 2020 with the intent of providing opportunities for the American people to engage with the arts.

Other Indicators

These direct grants funded a variety of artistic disciplines with the amount of funds that were given in direct support of providing opportunities for the American people to engage with the Arts.

Performance Goal 2.1.1 Each year the Arts Endowment supports opportunities for the American people to engage with the Arts.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.1.1.2	The % of Arts Endowment direct grants awarded by artistic discipline with the intent of providing opportunities for the American people to engage with the arts.					
	<i>Artist Communities</i>	3.03%	12.12%	9.30%	0.00%	2.50%
	<i>Arts Engagement in American Communities</i>	100.00%	77.42%	100.00%	100.00%	100.00%
	<i>Challenge America</i>	93.71%	96.25%	86.51%	100.00%	88.24%
	<i>Creativity Connects</i>	N/A*	N/A*	N/A*	62.16%	51.43%
	<i>Dance</i>	53.33%	50.31%	52.50%	54.22%	66.26%
	<i>Design</i>	13.91%	16.53%	15.57%	26.87%	25.23%
	<i>Folk & Traditional Arts</i>	68.75%	78.52%	72.11%	66.96%	87.72%
	<i>Literature</i>	47.77%	54.60%	64.46%	63.79%	65.06%
	<i>Local Arts Agencies</i>	57.78%	58.18%	71.70%	78.85%	80.00%
	<i>Media Arts</i>	65.44%	77.04%	69.72%	56.65%	58.76%
	<i>Museum</i>	75.24%	87.39%	86.89%	98.43%	93.20%
	<i>Music</i>	74.32%	73.54%	66.80%	85.82%	89.13%
	<i>Opera</i>	60.87%	66.67%	55.38%	65.28%	73.02%
	<i>Presenting & Multidisciplinary Works</i>	76.28%	75.14%	69.86%	72.95%	69.64%
	<i>Theater & Musical Theater</i>	43.66%	46.21%	48.52%	65.58%	67.81%
	<i>Visual Arts</i>	39.36%	50.40%	51.61%	72.92%	63.56%
2.1.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to engage with the arts.	\$30,669,605	\$33,672,529	\$32,624,781	\$37,210,569	\$35,990,521

Source: eGMS

* There were no awards made in this category for these grant years that provided opportunities for the American people to engage with the arts.

Of the 18 artistic disciplines listed above, Arts Engagement in American Communities and Challenge America had the highest percentages of direct grants with the intent of providing opportunities for the American people to engage with the arts during the past five years. The remainder of the artistic disciplines averaged about 63% of such grants, with the exception of Artist Communities, which averaged about 5%.

From FY 2014 to FY 2018, Arts Endowment obligated a total of \$170,168,005 in direct grants with the intent of providing opportunities for the American people to engage with the arts.

Performance Goal 2.1.2

FY 2018 Performance: Direct grants awarded annually by the Arts Endowment produce in-person arts events that result in significant public engagement. Below is the percentage of direct grants awarded by fiscal year that produced in-person arts events with 500 or more people in attendance.

Strategic Objective 2.1. Provide opportunities for the American People to engage with the Arts.						
Performance Goal 2.1.2 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.1.2.1	The % of Arts Endowment direct grant awards that produced in-person arts events resulting in a cumulative attendance of 500 people or more.	77.35%	78.34%	76.28%	80.77%	N/A

Source: FDR

From FY 2014 to FY 2017, over three-quarters (average 78%) of Arts Endowment direct grant awards produced in-person arts events resulting in a cumulative attendance of 500 people or more.

Projected FY 2019 and FY 2020 Performance: Based on 2014-2016 trend data, it is projected that 78% of direct grant awards in FY 2019 and FY 2020 will produce in-person arts resulting in a cumulative attendance of 500 people or more.

Other Indicators

These events were produced across a variety of disciplines. Below you will also see the number of individuals engaged by in-person arts events supported by Arts Endowment direct grant awards, along with the disciplines funded.

Performance Goal 2.1.2 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.1.2.2	The % of Arts Endowment direct grants award by artistic discipline that produced in-person arts events resulting cumulative attendance of 500 people or more.					
	<i>Artist Communities</i>	0.00%	3.13%	0.00%	0.00%	N/A
	<i>Arts Education</i>	81.99%	70.76%	67.96%	63.11%	N/A
	<i>Arts Engagement in American Communities</i>	0.00%	17.58%	0.00%	0.00%	N/A
	<i>Challenge America</i>	1.43%	0.00%	0.00%	0.00%	N/A
	<i>Dance</i>	6.10%	5.81%	7.33%	47.37%	N/A
	<i>Design</i>	0.00%	0.00%	2.70%	0.00%	N/A
	<i>Folk & Traditional Arts</i>	14.66%	9.09%	11.90%	21.43%	N/A
	<i>Literature</i>	9.80%	1.89%	0.96%	0.00%	N/A
	<i>Local Arts Agencies</i>	2.33%	1.89%	0.00%	0.00%	N/A
	<i>Media Arts</i>	2.96%	1.55%	5.38%	8.33%	N/A
	<i>Museum</i>	7.69%	2.59%	6.31%	0.00%	N/A
	<i>Music</i>	9.60%	11.52%	10.64%	16.67%	N/A
	<i>Opera</i>	11.76%	13.43%	13.56%	4.28%	N/A
	<i>Presenting & Multidisciplinary Works</i>	4.52%	5.78%	3.85%	3.33%	N/A
	<i>Theater & Musical Theater</i>	4.17%	6.32%	5.65%	3.11%	N/A
	<i>Visual Arts</i>	10.87%	9.24%	8.09%	2.38%	N/A
2.1.2.3	The # of individuals engaged in-person through arts events supported by Arts Endowment direct grant awards.	2,514,933	2,642,089	3,097,530	1,843,020	N/A

Source: FDR

Of the 16 artistic disciplines listed, Arts Education had the highest average (71%) of direct grants that produced in-person arts events resulting in cumulative attendance of 500 people or more in the period of FY 2014 through FY 2017. Dance had the second highest average of such grants at almost 17%. The remainder of the artistic disciplines average about 5% of such grants per year.

Over these four years, an average of 2.5 million individuals per year engaged in-person through arts events supported by Arts Endowment direct grant awards with cumulative attendance of 500 people or more.

Along with these numbers reported in grant awardees' FDRs, the agency monitors through the nationally representative Survey of Public Participation in the Arts (SPPA) and the Annual Arts Basic Survey (AABS) the percentage of adults that attend a live performing arts or visual arts events (excluding movies). This indicator continues to demonstrate slight annual growth across time. The percentage, by fiscal year, is detailed below.

Performance Goal 2.1.2 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.1.2.4	The % of adults that attended a live performing arts or visual arts event, excluding movies, during the Arts Endowment's most recent general population survey period (as measured by the SPPA & AABS).	44.1%	44.8%	45.5%	46.2%	N/A

Source: SPPA/AABS

Performance Goal 2.1.3

FY 2018 Performance: Each year, grant projects supported by the Arts Endowment facilitate virtual arts experiences resulting in significant public engagement. The percentage of Arts Endowment direct grant awards that result in virtual arts experiences that engage at least 5,000 people are shown by fiscal year below.

Strategic Objective 2.1. Provide opportunities for the American People to engage with the Arts.						
Performance Goal 2.1.3 Each year, grant projects supported by the Arts Endowment facilitate virtual arts experiences resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.1.3.1	The % of Arts Endowment direct grant awards that supported virtual arts experiences that engaged at least 5,000 people.	*No data collected on virtual arts experiences in 2014.	9.66%	9.01%	7.93%	N/A

Source: FDR

From FY 2015 to FY 2017, an average of almost 9% of Arts Endowment direct grants resulted in virtual arts experiences that engage at least 5,000 people or more. Data collection on virtual arts experience was introduced in the FY 2015 reporting cycle; no data were collected on virtual arts experiences in 2014.

Projected FY 2019 and FY 2020 Performance: Given that the measurement of virtual arts experiences is still new to Arts Endowment grantees, it is projected that the 9% average will be maintained at least through FY 2020 with growth in this indicator expected in the future.

Other Indicators

In the table that follows, the percentage of Arts Endowment direct grant awards that result in virtual arts experiences that engage at least 5,000 people is presented by artistic discipline. The number of individuals engaged in virtual arts experiences supported by agency grants is also presented across time.

Performance Goal 2.1.3 Each year, grant projects supported by the Arts Endowment facilitate virtual arts experiences resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.1.3.2	The % of Arts Endowment direct grants awarded by artistic discipline that supported virtual arts experiences that engaged at least 5,000 people.	*No data collected on virtual arts experiences in 2014.				
	<i>Arts Education</i>		4.68%	5.52%	5.83%	N/A
	<i>Design</i>		8.33%	4.05%	10.71%	N/A
	<i>Folk & Traditional Arts</i>		12.40%	8.73%	6.00%	N/A
	<i>Literature</i>		31.13%	28.85%	32.39%	N/A
	<i>Local Arts Agencies</i>		5.66%	14.58%	12.50%	N/A
	<i>Media Arts</i>		32.56%	26.15%	14.77%	N/A
	<i>Music</i>		5.99%	8.09%	6.95%	N/A
	<i>Opera</i>		4.48%	1.69%	0.00%	N/A
	<i>Presenting & Multidisciplinary Works</i>		6.94%	4.95%	3.85%	N/A
	<i>Theater & Musical Theater</i>		4.46%	4.44%	2.07%	N/A
	<i>Visual Arts</i>		18.49%	12.50%	19.05%	N/A
2.1.3.3	The # of individuals engaged in virtual arts experiences supported by Arts Endowment grant awards.		91,414,955	110,795,210	147,268,739	N/A

Source: FDR

Of the 11 artistic disciplines listed, Literature had the highest percentage (averaging almost 31% per year) of direct grants that facilitated virtual arts experiences resulting in significant public engagement. Media Arts and Visual Arts also had high percentages of such grants, averaging respectively almost 25% and 17% per year. By contrast, only 2% of Opera grantees reported virtual arts engagement over this three-year period.

From FY 2015 to FY 2017, an average of over 116 million individuals per year engaged in virtual arts experiences supported by Arts Endowment grant awards.

Note: As of FY 2018, FDRs will contain only one field that counts virtual arts experience participants; prior to FY 2018, FDRs contained two fields, one for internet participation and one for mobile participation. The possibility of double-counting participants using the self-reported FDR fields resulted in a change to the FY 2018 FDR.

Strategic Objective 2.2

Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.

By helping to foster public appreciation and understanding of various art forms, genres, and artistic traditions, the Arts Endowment will build public capacity for lifelong participation in the arts. For audiences, the result will be a richer and more complex and meaningful arts experience. For artists and teachers, the Arts Endowment will facilitate the transfer of critical knowledge and skills that will enable them to refine their abilities and improve their work.

Beyond enriching the quality of personal arts experiences, arts education is a hallmark of civilization. The Every Student Succeeds Act (ESSA), enacted in 2015, recognizes the arts as core to a well-rounded education. ESSA discusses the provision of well-rounded educational experiences to all students, including female students, minority students, English learners, children with disabilities, and low-income students who often go underrepresented in critical and enriching subjects. These well-rounded experiences include increasing student access to the arts and improving student engagement and achievement in arts activities and programs.

The benefits of an arts education throughout life have been reported by numerous research studies and publications. For example, socioeconomically disadvantaged children and teenagers who participate in arts-intensive learning have shown greater academic, social, and civic engagement compared with peers who did not participate in such opportunities. Similarly, research and evaluation have demonstrated the potential benefits of arts education when integrated with STEM disciplines in formal learning environments.

Success for this objective means that incremental but substantial numbers of people of all ages and from various demographic and geographic backgrounds engage in arts learning through Arts Endowment-funded projects across a spectrum of artistic disciplines.

Performance Goal 2.2.1

FY 2018 Performance: Annually, the Arts Endowment provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life. The Arts Endowment awards a percentage of direct grants to applicants with the intent of providing these opportunities to the American people. The percentage, by fiscal year, is seen below.

Strategic Objective 2.2. Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.						
Performance Goal 2.2.1 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.2.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.	15.84%	15.12%	15.04%	13.32%	13.91%

Source: eGMS

From FY 2014 to FY 2018, the Arts Endowment awarded an average of almost 15% of direct grants per year to applicants with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.

Projected FY 2019 and FY 2020 Performance: Based on a declining rate of grant awards associated with this objective, it is projected that no more than 14% of direct grants will be awarded in FY 2019 and FY 2020 for the intent of providing opportunities to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.

Other Indicators

These opportunities are provided across a variety of artistic disciplines with the funds provided. More detail on the distribution of these activities across disciplines and total obligated funds by year are presented in the table that follows.

Performance Goal 2.2.1 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.2.1.2	The % of Arts Endowment direct grants awarded by artistic discipline with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.					
	<i>Artist Communities</i>	3.03%	3.03%	0.00%	0.00%	0.00%
	<i>Arts Education</i>	100.00%	100.00%	100.00%	100.00%	100.00%
	<i>Arts Engagement in American Communities</i>	0.00%	22.58%	0.00%	0.00%	0.00%
	<i>Dance</i>	8.48%	8.18%	8.13%	10.84%	9.20%
	<i>Design</i>	9.57%	4.96%	4.92%	4.48%	14.41%
	<i>Federal Partnerships</i>	100.00%	100.00%	100.00%	100.00%	0.00%
	<i>Folk & Traditional Arts</i>	21.09%	11.11%	14.97%	19.13%	11.40%
	<i>Literature</i>	6.37%	1.84%	0.60%	1.72%	0.00%
	<i>Local Arts Agencies</i>	6.67%	7.27%	1.89%	0.00%	0.00%
	<i>Media Arts</i>	7.35%	2.22%	7.04%	11.56%	9.04%
	<i>Museum</i>	11.43%	5.88%	6.56%	0.79%	6.80%
	<i>Music</i>	12.45%	13.00%	13.44%	6.72%	6.96%
	<i>Opera</i>	13.04%	13.04%	15.38%	16.67%	12.70%
	<i>Presenting & Multidisciplinary Works</i>	7.05%	9.04%	6.70%	3.38%	10.71%
	<i>Theater & Musical Theater</i>	7.84%	7.58%	7.41%	3.26%	3.86%
	<i>Visual Arts</i>	17.02%	13.60%	11.61%	1.39%	12.71%
2.2.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.	\$12,855,206	\$9,595,288	\$9,718,366	\$9,336,038	\$8,966,000

Source: eGMS, FDR

Of the 17 artistic disciplines listed, Arts Education had a 100% average over five years of funding grants with the intent of providing opportunities for the American people to acquire knowledge and skills. Federal Partnerships also had 100% average from FY 2014 to FY2017. By contrast, Artist Communities and Literature funded the least of such grants, with an average of less than 2% per year.

From FY 2014 to FY 2018, the Arts Endowment funded a total of over \$50 million in direct grants with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.

These opportunities exists in both urban and rural areas. The percentage of opportunities provided in the nation’s rural and high poverty tracts can be seen in the following table.

Performance Goal 2.2.1 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.2.1.4	The % of the nation's rural and high-poverty tracts that hosted activities supported by the Arts Endowment that enabled the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.	8.30%	7.44%	9.91%	6.81%	N/A

Source: FDR, GEO

Finally, the number of adults and children who participate in these opportunities to acquire knowledge and skills across the spectrum of artistic disciplines is seen below.

Performance Goal 2.2.1 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.2.1.5	The # by age category of individual who participated in Arts Endowment-supported activities that provided opportunities to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.					
	<i>Age Category: Adult</i>	1,703,866	1,565,521	1,699,833	1,222,476	N/A
	<i>Age Category: Child/Youth</i>	811,067	1,076,568	1,397,697	620,544	N/A

Source: FDR

From FY 2014 to FY 2017, over 6 million adults and almost 4 million children/youth participated in Arts Endowment-supported activities that provided opportunities to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.

Beyond participation in learning activities supported by the Arts Endowment, the agency also monitors the percentage of U.S. adults participating in at least one arts learning activity through the nationally representative Survey of Public Participation in the Arts (SPPA) and the Annual Arts Basic Survey (AABS).

Performance Goal 2.2.1 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.2.1.6	The % of adults participating in at least one arts learning activity (e.g., class, lesson) during the Arts Endowment's most recent general population survey period (SPPA/AABS).	N/A	8.5%	N/A	8.3%	N/A

Source: SPPA/AABS

The percentage of adults participating in at least one arts learning activity during the Arts Endowment's most recent general population survey period was 8.5% in FY 2015 and 8.3 % in FY 2017. Note that data for this indicator are collected every two years.

Performance Goal 2.2.2

FY 2018 Performance: Annually, arts education activities supported by Arts Endowment direct grants enable K-12 students to acquire knowledge and skills in the arts across a spectrum of geographic locations. The percentage of direct grants that list learning as a primary outcome and report K-12 students' acquisition of knowledge and/or skills in the arts, and well as the number of K-12 students who acquired knowledge and/or skills in the arts as a results of participation in these activities, is seen below. Note that grants counted under this performance goal are awarded by the agency's Arts Education office.

Strategic Objective 2.2. Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.						
Performance Goal 2.2.2. Annually, arts education activities supported by Arts Endowment direct grants enable K-12 students to acquire knowledge and skills in the arts across a spectrum of geographic locations.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.2.2.1	The % of Arts Endowment direct grants with Learning as a primary outcome that report K-12 students' acquisition of knowledge and/or skills in the arts.	N/A	75.5%	87.36%	85.29%	N/A

Source: FDR

From FY 2015 to FY 2017, the percentage of Arts Endowment direct grants with Learning as a primary outcome that report K-12 students' acquisition of knowledge and/or skills in the arts ranged from 87% in FY2016 to 76% in FY 2015.

Projected FY 2019 and FY 2020 Performance: Performance for this indicator is projected to be maintained at its present level in FY 2019 and FY 2020.

Other Indicators

Performance Goal 2.2.2. Annually, arts education activities supported by Arts Endowment direct grants enable K-12 students to acquire knowledge and skills in the arts across a spectrum of geographic locations.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.2.2.2	The # of K-12 students who have acquired knowledge and/or skills in the arts as a result of participation in activities supported by the Arts Endowment.	N/A	114,731	168,902	87,916	N/A

Source: FDR

From FY 2015 to FY 2017, a total of 371,549 K-12 students acquired knowledge and/or skills in the arts as a result of participation in activities supported by the Arts Endowment. The low number in FY 2017 is reflective of the low number of FDR data available compared to other years.

Strategic Objective 2.3

Provide opportunities for the arts to be integrated into the fabric of community life.

Artists, arts workers, and arts industries play a critical role in helping communities flourish as lively, beautiful, and resilient places. Through the arts, communities can imagine new possibilities—a new future or a new approach to problem-solving. The arts also provide a means for bringing together communities, people, places, and economic opportunity via physical spaces or new relationships.

In service of this objective, the Arts Endowment supports grants to organizations across a diverse spectrum of artistic disciplines and geographic areas. For instance, the Arts Endowment has supported festivals of traditional American music and dance that amplify a region’s cultural heritage. It has also supported arts activities that engage local residents in art-making in public spaces. Other Arts Endowment funded projects serving this objective have expanded local creative industries.

The most prominent Arts Endowment activity that provides opportunities for the arts to be integrated with community life is creative placemaking. The benefits of creative placemaking are visible in both rural and urban communities when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work—placing the arts at the table with land use, transportation, economic development, education, housing, infrastructure, and public safety strategies. Our Town grants, awarded by the National Endowment for the Arts, help to advance and sustain the increased utilization of art, culture, and design activities in community development through diverse, cross-sector partners.

During the term of this strategic plan, the Arts Endowment will assess final reports submitted for all grant projects, including those that had the primary purpose of integrating the arts into the fabric of community life. The Arts Endowment aims to award a majority of such grants to projects that support cross-sector opportunities for the arts to be integrated with local economic and community development through arts engagement, cultural planning, design, and artist and creative industry support.

Indicators of progress toward this goal include increases in the number of awards made to projects with community focused goals, partners from non-arts sectors, and that incorporate arts engagement, cultural planning, design, and artist and/or creative industry support activities in the project design.

Performance Goal 2.3.1

FY 2018 Performance: Each year, the Arts Endowment supports across a broad geographic spectrum opportunities for the arts to be integrated into the fabric of community life. The percentage of direct grants that are awarded with the intent of providing opportunities for the arts to be integrated into the fabric of community life is seen below. The number of grants with a direct objective of livability has been compared to the total number of direct grants given.

Strategic Objective 2.3. Provide opportunities for the arts to be integrated into the fabric of community life.						
Performance Goal 2.3.1. Each year, the Arts Endowment supports across a broad geographic spectrum opportunities for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.3.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the arts to be integrated into the fabric of community life.	4.26%	5.27%	5.97%	3.45%	2.66%

Source: eGMS

From FY 2014 to FY 2018, an average of 4% per year of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the arts to be integrated into the fabric of community life.

Projected FY 2019 and FY 2020 Performance: Based on recent patterns of grant-making, it is projected that 3% of direct grants will be awarded in FY 2019 and FY 2020 for the intent of providing opportunities for the arts to be integrated into the fabric of community life.

Other Indicators

These direct awards were awarded primarily within the Design discipline across the past five-year period as demonstrated by the table that follows.

Performance Goal 2.3.1. Each year, the Arts Endowment supports across a broad geographic spectrum opportunities for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.3.1.2	The % of Arts Endowment direct grants awarded by artistic discipline with the intent of providing opportunities for the arts to be integrated into the fabric of community life.					
	<i>Challenge America</i>	4.20%	3.75%	13.49%	0.00%	0.00%
	<i>Dance</i>	0.00%	0.00%	0.63%	0.00%	0.00%
	<i>Design</i>	64.35%	70.25%	69.67%	62.69%	54.95%
	<i>Folk & Traditional Arts</i>	0.00%	0.00%	2.04%	0.00%	0.00%
	<i>Local Arts Agencies</i>	15.56%	23.64%	13.21%	3.85%	0.00%
	<i>Media Arts</i>	0.74%	1.48%	1.41%	0.00%	0.00%
	<i>Museum</i>	0.00%	0.84%	1.64%	0.00%	0.00%
	<i>Music</i>	0.78%	2.24%	2.37%	0.00%	0.00%
	<i>Presenting & Multidisciplinary Works</i>	0.64%	2.26%	6.22%	0.00%	0.00%
	<i>Theater & Musical Theater</i>	0.75%	0.00%	0.37%	0.00%	0.00%
	<i>Visual Arts</i>	2.13%	4.80%	4.52%	0.00%	0.00%
2.3.1.3.	Obligated funds for direct grants awarded by the Arts Endowment with the intent of providing opportunities for the arts to be integrated into the fabric of community life.	\$5,709,710	\$6,049,065	\$5,921,846	\$6,735,326	\$4,130,000

Source: eGMS

The number of individuals these projects engaged varies by fiscal year. Note that counts of individuals are low for FY 2016 and FY 2017 due to the small number of grantee reports received to date.

Performance Goal 2.3.1. Each year, the Arts Endowment supports across a broad geographic spectrum opportunities for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.3.1.4	The # of individuals who participated in Arts Endowment-supported activities that integrated the arts into the fabric of community life.	3,505,908	9,498,957	787,472	9,011	N/A

Source: FDR

Performance Goal 2.3.2

FY 2018 Performance: As reported in the Strategic Plan, an evaluation study to validate the Our Town theory of change, logic model, and measurement model took place during FY 2018. This study found that outcomes associated with Our Town projects could be categorized into four types: economic, social, physical, or systems change. This indicator reports on the percentage of projects that provide evidence of economic, social, or physical changes in communities and/or a sustained change in how the arts are integrated with local economic and community development.

Strategic Objective 2.3. Provide opportunities for the arts to be integrated into the fabric of community life.						
Performance Goal 2.3.2. Each year, Arts Endowment grant awards support projects that result in economic, social, or physical changes in communities and/or results in a sustained change in how the arts are integrated with local economic and community development.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.3.2.1	The % of Arts Endowment direct grants with Strengthening Communities as a primary outcome that provide evidence of economic, social, or physical changes in communities and/or a sustained change in how the arts are integrated with local economic and community development.	N/A	N/A	26%	60%	N/A

Source: Our Town FDR

Final descriptive reports for Our Town grants awarded in FY 2016 were assessed for evidence of economic, social, or physical changes in communities and/or a sustained change in how the arts are integrated with local economic and community development, establishing a baseline for assessment under this performance plan. Ninety percent of FY 2016 grantees reported community-level change, but only 26% presented evidence supporting their claim based on systematic data collection, such as data collected from surveys where the same questions were asked of each person and quantitative data sources such as ticket sales or business revenues. This percent of grantees presenting evidence of community-level change increased in FY 2017 to 60%; this finding, however, should not be considered representative of the FY 2017 grantees since at the time of reporting only five grantees had submitted a final report.

Projected FY 2019 and FY 2020 Performance: Based on adjustments to agency guidelines for Our Town grants, which now establish as program outcomes economic, social, or physical changes in communities and/or results in a sustained change in how the arts are integrated with local economic and community development, and agency investments in knowledge-building grants that build and disseminate knowledge about how to leverage arts, culture, and design as mechanisms for strengthening communities, FY 2019 and FY 2020 performance is expected to increase to 41% based on an estimated increase of 5% per year from the FY 2016 baseline.

Strategic Objective 2.4

Support access to creative arts therapies and evidence-based programs in arts and health.

Creative arts therapies refer collectively to music therapy, visual art therapy, dance/movement therapy, drama therapy, and several other arts-based forms of therapy. Arts-in-medicine and arts-in-healing programs contribute further to the arts' delivery in clinical settings. Application of the arts to promote health and well-being has also arisen in non-clinical contexts, including arts programs in correctional institutions, in after-school programs for at-risk youth, and in community programs for older adults or military veterans.

The Arts Endowment supports projects that deliver creative arts therapies in clinical and non-clinical settings alike. Similarly, the agency supports arts programming that is integrated in healthcare settings or in health interventions. For example, Arts Endowment grants have supported poetry and storytelling in community settings for older adults with dementia, as well as artist residencies in healthcare settings.

In addition, the Arts Endowment chairs the Interagency Task Force on the Arts and Human Development, which encourages more and better research across federal government on how the arts can help people reach their full potential at all stages of life. This foundational work has contributed in part to recent initiatives such as Sound Health, an ongoing collaboration between the Kennedy Center and the National Institutes of Health, in association with the National Endowment for the Arts, which seeks to explore the intersections of music, the brain, and wellness.

An Arts Endowment leadership initiative that supports access to creative arts therapies and evidence-based programs in the arts and health is Creative Forces: NEA Military Healing Arts Network. More than 500,000 U.S. service members and veterans are living with Traumatic Brain Injury (TBI) or Post Traumatic Stress Disorder (PTSD), including 10-20 percent of all service members deployed in Iraq and Afghanistan. TBI and PTSD are known to contribute to depression and to the estimated 20 suicides committed by veterans each day. Creative Forces was established to serve the unique and special needs of military patients and veterans who have been diagnosed with TBI and psychological health conditions, and to serve the needs of their families and caregivers.

Performance Goal 2.4.1

FY 2018 Performance: As a result of the Strategic Plan, direct grants awarded from FY 2019 and on will be monitored for Arts & Health outcomes. This outcome supports access to creative arts therapies and evidence-based program in the arts and health. This is a new outcome for FY 2019; no data exists for this performance goal until FY 2019, when this outcome type will be systemically identified at the grant application stage.

Strategic Objective 2.4. Support access to creative arts therapies and evidence-based programs in arts and health.						
Performance Goal 2.4.1 Annually, the Arts Endowment supports access to creative arts therapies and evidence-based programs in the arts and health.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.4.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing access to creative arts therapies and evidence-based programs in the arts and health	N/A	N/A	N/A	N/A	N/A

Source: eGMS

Projected FY 2019 and FY 2020 Performance: Baseline data will be collected in FY 2019, allowing a target to be established for FY 2020.

Other Indicators

Other indicators associated with grant-making supporting access to creative arts therapies and evidence-based programs in the arts and health will not be reported until FY 2019.

Performance Goal 2.4.2

FY 2018 Performance: The Creative Forces clinical creative arts therapies program serves new patients and facilitates multiple encounters per therapist each year. The clinical performance goal is to serve at least 200 new patients and facilitate at least 1,000 encounters per therapist per year across the program. An initial community goal is to establish community networks around clinical sites to extend support for current and former creative arts therapies patients and their families as they transition from treatment in a clinical setting to arts programming in their community.

Below is the number of service members served by the Creative Forces clinical creative arts therapists, and the number of therapeutic encounters facilitated by Creative Forces clinical creative arts therapists. The growth in service members and therapeutic encounters reflects the continuing expansion of this program.

Strategic Objective 2.4. Support access to creative arts therapies and evidence-based programs in arts and health.						
Performance Goal 2.4.2 The Creative Forces clinical creative arts therapies program serves new patients and facilitates multiple encounters per therapist each year.						
Indicator Number	Measure	2014	2015	2016	2017	2018
2.4.2.1	The count of service members served by Creative Forces clinical creative arts therapists	N/A	N/A	N/A	1,334	3,120
2.4.2.2	The count of therapeutic encounters facilitated by Creative Forces clinical creative arts therapists	N/A	N/A	N/A	6,368	18,151

Source: Creative Forces Administrative Records

Projected FY 2019 and FY 2020 Performance: Based on the agency’s continued support of the Creative Forces initiative, it is projected that FY 2019 and FY 2020 performance will slightly exceed FY 2018 levels with an approximate 2.5% increase in both indicators.

STRATEGIC GOAL 3

Promote Public Knowledge and Understanding about the Contributions of the Arts

Apart from supporting arts activities throughout the country, the Arts Endowment fosters greater appreciation and understanding of the arts among Americans. Knowing about the arts, and especially about activities in one's community, offers people a chance to connect with each other through a shared arts experience, or to find a different way of perceiving and interpreting their surroundings. By promoting knowledge and understanding about arts activities and artists in U.S. communities, the Arts Endowment helps people better appreciate the arts' value and makes them more inclined to engage with the arts, thereby expanding creativity and innovation within the nation as a whole.

The Arts Endowment is also a leading national source for data and analyses about the U.S. arts sector. It provides credible, evidence-based information about the value and impact of the arts. By making these data and analyses publicly available, the agency plays a crucial role in assisting arts-related organizations and government policymakers in understanding the place of arts and culture in their programs and communities. This service can result in authoritative evidence of the arts' contributions to social, economic, and civic conditions.

To further promote the arts' importance, the Arts Endowment provides opportunities for U.S. artists and artworks to reach global audiences through international residencies and through participation in foreign arts events. Similarly, U.S. audiences, artists, and communities benefit from opportunities to appreciate and understand international artists and artworks. Such efforts, across national boundaries, can significantly extend the reach, understanding, and impact of the arts—broadening the American people's perspectives, encouraging empathy, and familiarizing the unfamiliar.

FY 2018 Performance: The percentage of grants with the primary purpose of promoting public knowledge and understanding about the contributions of the arts or partnerships can be found below.

Strategic Goal 3: Promote Public Knowledge and Understanding about the Contributions of the Arts						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.a	The % of direct grants awarded by the Arts Endowment with the intent of supporting Goal 3.	2.83%	2.72%	2.61%	2.53%	2.75%

Source: eGMS

From FY 2014 to FY 2018, an average of almost 3% of direct grants per year were awarded by the Arts Endowment with the primary intent of promoting public knowledge and understand about the contributions of the arts.

These direct grants were provided across a variety of artistic disciplines.

Strategic Goal 3: Promote Public Knowledge and Understanding about the Contributions of the Arts						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.b	The % of Arts Endowment direct grants by artistic discipline with the intent of supporting Goal 3.					
	<i>International</i>	0.00%	100.00%	0.00%	100.00%	0.00%
	<i>Research</i>	100.00%	100.00%	100.00%	100.00%	100.00%
	<i>State & Regional</i>	100.00%	96.92%	91.30%	92.65%	100.00%

Source: eGMS

The funds awarded for these grants with the primary intent of supporting Goal 3 vary across fiscal years, but the average from FY 2014 through FY 2018 is \$50,366,952. During this time period, more than \$251 million were obligated in direct grants by the Arts Endowment with the intent of promoting public knowledge and understand about the contributions of the arts. Although the percentage of these grants within the agency’s grant portfolio is small, the dollar value is large since this category includes state and regional partnership grants, which constitute 40% of the agency’s grant-making.

Strategic Goal 3: Promote Public Knowledge and Understanding about the Contributions of the Arts						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 3.	\$49,008,173	\$48,796,999	\$50,699,308	\$52,108,490	\$51,221,790

Source: eGMS

Strategic Objective 3.1

Inform and engage with the American people about arts activities and artists in communities across the country and their important to the vitality of the nation.

All Americans can benefit from knowing about the presence and contributions of artists, artistic practices, and arts organizations in their communities, and about opportunities to participate. Experiencing the arts can make people’s lives better, richer, and fuller, and can foster connections among individuals and communities. By sharing information about successful, meaningful arts events, the National Endowment for the Arts can create a positive impression of the arts. In addition, the American people will become more knowledgeable about the arts in general, and about local arts activities in particular, thus raising the likelihood of robust participation in the arts.

The Arts Endowment sees its position as the national arts agency as a vehicle for promoting the importance of the arts on a national scale. The agency has a national voice and is well placed to use the various tools it possesses—traditional and social media, website, publications, research—to display the arts’ perpetual contributions to the welfare and prosperity of America.

Performance Goal 3.1.1

The Office of Public Affairs (OPA) is responsible for disseminating and promoting Arts Endowment-related events, programs, and research, and for the promoting of the general important of the arts the contributions to the United States.

The overall outcome of this performance goal is a more positive understanding of how the arts affect people’s lives and communities, and a more positive view of the work that the Arts Endowment does. A related outcome would be that people interact and engage with the arts more often in their communities. For these outcomes to be possible, the Arts Endowment must reach as many American people as possible through traditional media, social media, the website, and publications.

To determine OPA's reach to the American people, the office reviews the number of newspapers and magazines in which Arts Endowment- and arts-related articles appear. OPA can also review the number of followers on social media channels, and how often people engage with specific material featured on them. OPA looks at how many people visit the Arts Endowment website, in what states they are located, what pages they go to, and how much time they spend on them. OPA examines the number of publications ordered as well as how many times publication pages are accessed on the website. Together, these numbers give a general idea of the reach the Arts Endowment has into American communities to promote the knowledge and understanding of arts.

FY 2018 Performance: Data collected by OPA demonstrates the extent to which the Arts Endowment informs and engages with the American people about arts activities and artists in the communities across the country and their important to the vitality of the nation.

Strategic Objective 3.1 Inform and engage with the American people about arts activities and artists in communities across the country and their importance to the vitality of the nation.						
Performance Goal 3.1.1. Inform and engage with the American people about arts activities and artists in communities across the country and their importance to the vitality of the nation.						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.1.1.1	The % of states and U.S. jurisdictions, including the District of Columbia, in which Arts Endowment-related articles appeared in news outlets and interact with the Arts Endowment through the website and social media	N/A	N/A	N/A	N/A	100%

Source: Office of Public Affairs social media and website data, News Clips

In FY 2018, Arts Endowment-related articles appeared in news outlets and interacted with the Arts Endowment through the website and social media in all of U.S. states and jurisdictions, including the District of Columbia. Historic data for this indicator are unavailable.

Projected FY 2019 and FY 2020 Performance: Based on the continuation of current public affairs strategies, it is projected that this indicator will remain at 100% of states and U.S. jurisdictions, including the District of Columbia.

Other Indicators

Performance Goal 3.1.1. Inform and engage with the American people about arts activities and artists in communities across the country and their importance to the vitality of the nation.						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.1.1.2	The # of Arts Endowment-related articles appearing in news outlets throughout the country	N/A	N/A	N/A	N/A	5,145
3.1.1.3	The # of visitors to the Arts Endowment website from locations within the U.S.	N/A	N/A	N/A	N/A	1,217,035
3.1.1.4	The # of followers on the various Arts Endowment social media channels	N/A	N/A	N/A	N/A	247,818

Source: Office of Public Affairs social media and website data, News Clips

Strategic Objective 3.2

Expand and promote evidence of the value and impact of the arts for the benefit of the American people.

Research and evaluation are essential to the Arts Endowment’s ability to monitor and improve its overall performance, but this capacity also benefits the public more directly. Arts workers and arts industries depend on timely information and analyses to track patterns of employment, fiscal health, and public demand for their goods and services. Outside the arts sector, individuals and communities require statistically reliable data on the relationship of arts and culture to other aspects of everyday life. The general public needs to know whether and how the arts should factor into decisions about where to live, how to spend one’s discretionary time, and what kind of education to provide for one’s children. The Arts Endowment thus helps the American people to achieve—in the words of its founding legislation—“a better understanding of the past, a better analysis of the present, and a better view of the future.”

Based on agency-wide and external feedback, ORA has developed its own five-year strategic plan and [research agenda](#). The office aims to complete 75 percent of targeted projects by the end of the five-year term of the research agenda. The office has identified criteria that have been used to set annual milestones for two tiers of research projects. For example, ORA aims to complete 80 percent of Tier One projects and 50 percent of Tier Two projects by fiscal year 2022. In addition, ORA will review Arts Endowment-originated research articles and citations in academic journals specializing in non-arts disciplines, and it will also review articles about Arts Endowment-originated research in non-academic news outlets across the nation. Regarding ORA’s customer service function within and outside the Arts Endowment, the office will devise other goals and metrics.

Performance Goal 3.2.1

FY 2018 Performance: The Office of Research & Analysis strives for an annual project completion rate of 15% for the research projects on the research agenda. The below tables show the percentage of research projects completed by fiscal year and the percentage of research projects launched by fiscal year.

Strategic Objective 3.2. Expand and promote evidence of the value and impact of the arts for the benefit of the American people.						
Performance Goal 3.2.1 The Arts Endowment's Office of Research & Analysis annually completes 15% of research projects on the agency's five-year research agenda.						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.2.1.1	The % of Arts Endowment Research Agenda projects completed	N/A	N/A	N/A	18%	23%

Source: Office of Research & Analysis Research Agenda

Because of the long-term nature of planning required for many of these agenda items, the Arts Endowment's Office of Research & Analysis is on its way to completing its performance goal by 2021. The office surpassed its internal goal of completing 15% of research agenda items in FY 2018 and it had launched or completed 77% of research projects on its agenda by December 2018.

Projected FY 2019 and FY 2020 Performance: Based on most recent performance, it is projected that the agency will exceed its performance target of 15% of research agenda items completed in FY 2019 and FY 2020.

Other Indicators

Performance Goal 3.2.1 The Arts Endowment's Office of Research & Analysis annually completes 15% of research projects on the agency's five-year research agenda.						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.2.1.2	The % of Arts Endowment Research Agenda projects launched (cumulative)	N/A	N/A	N/A	18%	77%

Source: Office of Research & Analysis Research Agenda

Performance Goal 3.2.2

FY 2018 Performance: Past research supported by the Arts Endowment is mentioned in news articles and academic journals every year. Each year, Arts Endowment research-related articles or citations are counted as a way to measure the reach of the agency's research activities. Note that indicator 3.2.2.1 is a new indicator, therefore there is no historical data prior to FY 2018.

Strategic Objective 3.2. Expand and promote evidence of the value and impact of the arts for the benefit of the American people.						
Performance Goal 3.2.2. Annually, Arts Endowment research-related articles and/or citations appear in academic journals specializing in disciplines other than the arts and in non-academic news outlets.						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.2.2.1	The # of NEA research related articles and/or citations in academic journals specializing in disciplines other than the arts	N/A	N/A	N/A	N/A	204
3.2.2.2	The # of NEA research related articles and/or citations in non-academic news outlets	31	157	173	123	135

Source: Academic Literature, News

Projected FY 2019 and FY 2020 Performance: It is projected that the agency will at least maintain FY 2018 performance levels for these two indicators.

Strategic Objective 3.3

Provide opportunities for the international exchange of artists, artworks, and arts activities.

U.S. artists and artworks already attract global recognition, so the National Endowment for the Arts provides opportunities for them to be showcased for other audiences through participation in global arts events. Similarly, U.S. audiences, artists, and communities can benefit from opportunities to appreciate and understand international artists and artworks.

The Arts Endowment, as the lead federal agency in supporting the arts, is constantly examining opportunities with other federal agencies, nonprofit arts organizations, state arts agencies and regional arts organizations, and international collaborators to partner on activities to raise awareness of the arts for domestic and foreign audiences. The agency is also a key point of contact for international cultural visitors and those interested in the infrastructure for arts support in the United States, hosting an average of 50 international delegations annually.

The overall outcome is to create a more positive understanding of the United States through creative interactions with other countries, and to expose the American people to new arts and culture to build connections among people through the arts and promote a better understanding of our world. The Arts Endowment's international activities increase recognition of the excellence of U.S. arts around the world and broaden the scope of experience for American artists, thereby enriching the art they create. Through partnerships with other government agencies and the private sector, the Arts Endowment fosters international creative collaboration by strengthening residency programs of foreign artists in communities across the country. Through the Arts Endowment Literature Fellowships in Translation program, the agency makes available literary works from around the world, enriching the American people's horizons as creative, innovative thinkers and citizens of the world. And through the Arts and Artifacts Indemnity Program, the Arts Endowment helps bring to U.S. museums art from around the world that might otherwise be too costly to insure.

Performance Goal 3.3.1

FY 2018 Performance: The Arts Endowment builds and maintains partnerships that promote American arts and artists internationally each year. Below are the number of American artists who have visited other countries with support from the Arts Endowment’s strategic partnerships with other funders, and the number of countries those American artists visited with support the Arts Endowment’s strategic partnerships with other funders.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.						
Performance Goal 3.3.1. The Arts Endowment builds and maintains partnerships that promote American art and artists internationally each year.						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.3.1.1	The # of American artists who visit another country with support from the Arts Endowment’s strategic partnerships with other funders	1,088	1,285	1,299	805	1,240
3.3.1.2	The # of countries visited by American artists with support from the Arts Endowment’s strategic partnerships with other funders	32	30	32	37	31

Source: International Records Program

Projected FY 2019 and FY 2020 Performance: It is projected that the agency will at least maintain FY 2018 performance levels for these two indicators.

Performance Goal 3.3.2

FY 2018 Performance: Each year, the Arts Endowment builds and maintains partnerships that bring art and artists from other countries to U.S. audiences. This performance goal is interested in the number of international artists in residencies across the nation with support from the Arts Endowment’s strategic partnerships with other funders.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.						
Performance Goal 3.3.2. Each year, the Arts Endowment builds and maintains partnerships that bring art and artists from other countries to U.S. audiences.						
Indicator Number	Measure	2014	2015	2016	2017	2018
3.3.2.1	The number of international artists in residencies across the nation with support from the Arts Endowment’s strategic partnerships with other funders	35	58	49	36	35

Source: International Records Program

From FY 2014 to FY 2018, a total of 213 international artists in residencies across the nation have been supported by the Arts Endowment’s strategic partnerships with other funders.

Projected FY 2019 and FY 2020 Performance: It is projected that the agency will at least maintain its FY 2018 performance level in FY 2019 and FY 2020 for this indicator.

Performance Goal 3.3.3

FY 2018 Performance: When providing opportunities for the international exchange of artists, artworks, and arts activities, the Arts Endowment is showing a demonstrable benefit for the careers of participating American artists. As part of its ongoing effort to building an evidence base to inform its programs and policies, the agency is planning a survey of U.S. artists participating in international activities with the goal of developing a richer understanding of the short- and longer-term impacts of these activities on their careers. A statement of work was developed in FY 2018 to produce a survey instrument, plan for administration, prepare related Paperwork Reduction Act (PRA) clearance package, and conduct pilot-testing of the instrument; the agency anticipates this work shall begin in FY 2019. Since data collection has not begun, no data are reported for FY 2018.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.						
Indicator Number	Measure	2014	2015	2016	2017	2018
Performance Goal 3.3.3. During the five-year term of this strategic plan, Arts Endowment-supported international exchanges have a demonstrable benefit on the careers of participating American artists.						
3.3.3.1	The % of American artists that report benefits of their participation in Arts Endowment-supported international exchanges.	N/A	N/A	N/A	N/A	N/A

Source: International Records Program

Projected FY 2019 and FY 2020 Performance: A target will be established following the collection of baseline data.

STRATEGIC GOAL 4

Enable the Arts Endowment Mission through Organizational Excellence

The National Endowment for the Arts is a small, independent federal agency with a big impact, committed to effectively carrying out its mission. The Arts Endowment is a responsible steward of its resources, using technology strategically and building a workforce that is committed to its mission and service to the American people.

The Arts Endowment is the sole arts funding entity, public or private, whose funding reaches every Congressional District in all 50 states, the District of Columbia, and the U.S. territories, supporting activities such as performances, exhibitions, healing arts and arts education programs, festivals, and artist residencies. With such an ambitious mission and extensive roster of programmatic activities, the Arts Endowment can succeed only because of its commitment to organizational excellence. Creating and maintaining a highly functioning organization allows the agency to fulfill its considerable responsibilities to the American people.

Strategic Objective 4.1

Be an effective and vigilant steward of public funds.

Entrusted with public funds to pursue the Arts Endowment’s mission, the agency’s employees strive to build and sustain public confidence that the agency’s business processes and procedures reflect the highest standards of effective and vigilant stewardship.

Performance Goal 4.1.1

FY 2018 Performance: The agency has received an annual unmodified (“clean”) financial-statements audit opinion for the last 15 years. An audit opinion remains the primary measurement of success for this strategic objective.

Strategic Objective 4.1. Be an effective and vigilant steward of public funds						
Performance Goal 4.1.1. Each year, the Arts Endowment ensures that public funds are used and accounted for appropriately.						
Indicator Number	Measure	2014	2015	2016	2017	2018
4.1.1.1	Annual receipt of an unqualified audit opinion	unmodified	unmodified	unmodified	unmodified	unmodified

Source: Arts Endowment Financial Audit documentation from the Agency’s Budget Office

Projected FY 2019 and FY 2020 Performance: Based on the continuation of the agency’s business processes and procedures, it is projected that the Arts Endowment will receive an unqualified audit opinion in FY 2019 and FY 2020.

Strategic Objective 4.2

Be transparent and accountable to the public.

As with all government agencies, the Arts Endowment must be accountable to the public, providing readily available information and data about its operations and decision-making. The

agency maintains and continually improves upon policies, processes, and systems that ensure optimal transparency and accountability.

Performance Goal 4.2.1

Agency activities are fully transparent to the public, and the agency is fully accountable to the public, as evidenced through multiple channels of communication and reporting, chief among them compliance with the requirements of the DATA Act and Federal Information Security Modernization Act. The Arts Endowment ensures transparency to the public by providing accurate reporting of grant data on a quarterly basis.

FY 2018 Performance: The percentage of data submitted to USASpending.gov that is accurate, complete, and in accordance with government-wide data standards as reported in the Auditor’s Report on the Arts Endowment’s compliance with the DATA Act of 2014 is seen below by fiscal year.

Strategic Objective 4.2. Be transparent and accountable to the public						
Performance Goal 4.2.1. The Arts Endowment ensures transparency to the public by providing accurate reporting of grant data on a quarterly basis.						
Indicator Number	Measure	2014	2015	2016	2017	2018
4.2.1.1	The % of data submitted to USASpending.gov that is accurate, complete, and in accordance with government-wide data standards as reported in Auditor's Report on the Arts Endowment's compliance with the DATA Act of 2014	N/A	N/A	N/A	97.1%	N/A

Source: Internal Agency DATA Act Reports

In FY 2017, over 97% of data submitted to USASpending.gov has been accurate, complete, and in accordance with government-wide data standards as reported in the Auditor's Report on the Arts Endowment’s compliance with the DATA Act of 2014. Since this is a new measure, data earlier than FY 2017 are not available. Since audits are conducted every two years, no data are presented for FY 2018.

Projected FY 2019 and FY 2020 Performance: Based on past performance and the continuation of the agency’s business processes and procedures, it is projected that at least 97% of data submitted to USASpending.gov will be accurate, complete, and in accordance with government-wide data standards.

Strategic Objective 4.3

Attract and maintain a diverse, creative, knowledgeable, productive, and motivated workforce.

The Arts Endowment’s workforce is at the heart of its ability to provide the American people with the highest level of service. The Arts Endowment identifies critical workforce needs; it recruits strategically and in compliance with government hiring principles; it provides its workforce with incentives such as training and advancement opportunities, as appropriate; and it develops and maintains policies and processes to ensure excellent performance and accountability.

Performance Goal 4.3.1

The Arts Endowment will continually maintain compliance with and exceed the requirements of the Office of Personnel Management (OPM) 80-day hiring model, through which talented and skilled applicants are identified and on-boarded in a timely manner.

FY 2018 Performance: Annually, the Arts Endowment has met the requirements of the 80-day hiring model, through which talented and skilled applicants are identified and on-boarded in a minimal amount of time. The annual time by fiscal years is listed in the table below:

Strategic Objective 4.3. Attract and maintain a diverse, creative, knowledgeable, productive, and motivated workforce.						
Performance Goal 4.3.1. Annually, the Arts Endowment exceeds the requirements of the 80-day hiring model, through which talented and skilled applicants are identified and on-boarded in a minimal amount of time.						
Indicator Number	Measure	2014	2015	2016	2017	2018
4.3.1.1	The average time for the identification and on-boarding of new Arts Endowment hires will not exceed 80 days	80 days	80 days	80 days	80 days	80 days

Source: HR Office Records

Projected FY 2019 and FY 2020 Performance: Based on past performance and the continuation of the agency’s business processes and procedures, it is projected that in FY 2019 and FY 2020 the average time for the identification and on-boarding of new Arts Endowment hires will not exceed 80 days.

Performance Goal 4.3.2

The Arts Endowment will continue to encourage maximum employee engagement and respond proactively to employee viewpoints in order to maintain a ranking as one of the best places to work in the federal government. A key strategy for collecting employee feedback is the OPM Federal Employee Viewpoint Survey, which identifies specific areas as needing improvement.

FY 2018 Performance: Using the FEVS data, the agency tracks the percent of Arts Endowment employees reporting responses to key questions on this survey. Information collected from the survey is used to improve recruitment and retention strategies for high-performing workers. The annual percentages of responses to key questions are listed in the table below:

Strategic Objective 4.3. Attract and maintain a diverse, creative, knowledgeable, productive, and motivated workforce.						
Performance Goal 4.3.2. Annually, Arts Endowment employees report a high degree of satisfaction working at the Arts Endowment.						
Indicator Number	Measure	2014	2015	2016	2017	2018
4.3.2.1	The % of Arts Endowment employees reporting positive responses to key questions on OPM’s annual Federal Employee Viewpoint Survey.					
	Reported a positive response to the statement "My agency is successful at accomplishing its mission."	87.60%	83.80%	95.20%	97.94%	87.90%
	Reported a positive response to the statement "I know how my work relates to the agency's goal and priorities."	89.60%	82.90%	96.00%	98.10%	97.50%
	Reported a positive response to the statement "I am held accountable for achieving results."	90.50%	86.30%	95.00%	94.53%	92.20%
	Reported a positive response to the statement "I am constantly looking for ways to do my job better."	87.60%	94.20%	94.30%	92.63%	89.10%
	Employee satisfaction and commitment score	69.40%	69.30%	86.30%	76.45%	71.30%
	Average positive response score of leadership/supervision.	77.50%	75.00%	85.50%	82.65%	72.00%

Source: OPM Federal Employee Viewpoint Survey

As seen in the table above, a significant majority of the Arts Endowment’s employees have expressed positive responses to key questions on the FEVS over the past years, with a noticeable increase across categories in 2016 that was somewhat sustained in the following years.

Projected FY 2019 and FY 2020 Performance: Based on past performance and the continuation of the agency’s business processes and procedures, it is projected that in FY 2019 and FY 2020 the percentage of Arts Endowment employees reporting positive responses to key questions on OPM’s annual Federal Employee Viewpoint Survey will meet or exceed that reported in FY 2018.

Strategic Objective 4.4

Recruit and engage citizens as panelists who will make recommendations for Arts Endowment awards that meet the highest standards of excellence.

The democratic process is manifest in the Arts Endowment review of applications seeking agency funds. Representing the demographic and geographic characteristics of this nation, citizen panel members participate in the decision-making process for virtually all of the Arts Endowment’s awards. The Arts Endowment ensures that different points of view— those of experts and non-experts in the arts—are heard at panel meetings, thereby enhancing the value of Arts Endowment grant-making for all Americans.

Performance Goal 4.4.1

Arts Endowment awards are responsibly adjudicated and represent the broad interests of the American people and, where appropriate, the specific artistic disciplines and subdisciplines for which grant proposals are adjudicated. In aggregate, where possible, panelists represent the nation’s geographic and demographic diversity.

FY 2018 Performance: The Arts Endowment recruits and engages citizens as panelists from each state and the District of Columbia each year. The percentage of states, including the District of Columbia, who are represented by individuals serving on Arts Endowment panels each fiscal year is shown below.

Strategic Objective 4.4. Recruit and engage citizens as panelists who will make recommendations for Arts Endowment awards that meet the highest standards of excellence.						
Performance Goal 4.4.1. Annually, the Arts Endowment recruits and engages citizens as panelists from each state and the District of Columbia.						
Indicator Number	Measure	2014	2015	2016	2017	2018
4.4.1.1	The % of states, including the District of Columbia, represented by individuals serving on Arts Endowment panels	90.20%	100.00%	98.04%	96.08%	100.00%

Source: Panelist Records/OGPO

From FY 2014 to FY 2018, an average of almost 97% of states, including the District of Columbia, are represented by individuals serving on Arts Endowment panels. In FY 2018, 100% of states were represented on panels.

Projected FY 2019 and FY 2020 Performance: Based on past performance and the continuation of the agency’s business processes and procedures, it is projected that in FY 2019 and FY 2020 the Arts Endowment will continue to represent 100% of states, including the District of Columbia, on its panels.

CROSS-CUTTING OBJECTIVE (CCO)

Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country.

In its founding legislation, the Arts Endowment was charged with the responsibility of widening the availability of art, particularly to historically underserved populations—those whose opportunities to experience the arts are limited by geography, ethnicity, economics, or disability. Since its creation, the Arts Endowment has dedicated considerable resources, developed several leadership initiatives, and strengthened its partnerships with state arts agencies (SAAs) and regional arts organizations (RAOs) to realize the vision of a nation in which the arts enrich the lives of all Americans.

Of particular concern with regard to underserved groups is the connection between income and arts participation. National survey data show large disparities in arts participation rates by income and education level. Despite this challenge, an analysis of Arts Endowment grants awarded in FY 2016 shows that more than 41 percent of arts activities sponsored by Arts Endowment grants are held in Census tracts where 20 percent or more of the population live below the poverty line. In addition, a portion of each SAA partnership grant is designated for reaching underserved communities within the state, and a portion of each RAO grant is designated for touring arts activities to underserved populations within the region.

To assess performance on this cross-cutting agency objective, the Arts Endowment will monitor the distribution of awards across the spectrum of artistic disciplines and geographic areas to ensure that they reach Americans nationwide. Indicators of progress include equitable distribution of Arts Endowment-supported activities relative to population across states and to underserved populations.

CCO Performance Goal 1.1

FY 2018 Performance: Beyond the simple categorization of urban versus rural, geographic diversity is also shown by the relative population sizes of communities where Arts Endowment-funded arts events occurred. Within the designation of urban/metro areas, there are four subdivisions used by the U.S. Census to characterize metro areas of different sizes. This performance indicator tracks the percentage of Arts Endowment-funded grant activities in relation to the percentage of the population in those metro-area categories. Rows 1 and 2 display the binary distinction of metro vs. non-metro, whereas rows 3-6 display gradations within the broader metro category, i.e., with rows 3-6 as a refined subset of row 2. Please note that all U.S. population figures shown below are estimates made by the U.S. Census Bureau as of July 1 in each respective year.

As seen in the table below, the distribution of Arts Endowment-funded project activities roughly mirrors the geographic distribution of the U.S. population. This proportional relationship is true in the broad sense as evidenced in rows 1 and 2 at the top of the table, which compare metro vs. non-metro areas, but it is also largely true even when accounting for the gradations in metro size and population density shown in rows 3-6.

Cross-Cutting Objective: Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country										
Performance Goal CCO 1.1. Annually, Arts Endowment-funded activities take place in a diverse spectrum of geographic locations.										
Indicator Number	Measure				2014	2015	2016	2017	2018	
CCO 1.1.1	The geographic distribution of applications received, grants awarded, and project activity locations									
	<i>Applications Received</i>				5,166	5,643	5,887	6,437	5,783	
	<i>Grants Awarded</i>				2,229	2,315	2,413	2,492	2,303	
	<i>% of Applications from Urban Areas</i>				92.0%	92.0%	92.0%	92.0%	92%	
	<i>% of Grants in Urban Areas</i>				94.0%	93.0%	93.0%	93.0%	94%	
	<i>% of Applications in Rural Areas</i>				8.0%	8.0%	8.0%	8.0%	8%	
	<i>% of Grants in Rural Areas</i>				6.0%	7.0%	7.0%	7.0%	7%	
	<i>Project Activity Locations</i>				23,003	25,653	24,926	19,373	N/A	
	<i>% of Project Activity Locations in Urban Areas</i>				87.5%	87.9%	87.3%	88.56%	N/A	
	<i>% of Project Activity Locations in Rural Areas</i>				12.5%	12.1%	12.7%	11.44%	N/A	
CCO 1.1.2 The % of Arts Endowment-funded activities occurring in each segment of the rural-urban continuum compared to the percentage of the population that lives in those respective locations.										
	2014		2015		2016		2017		2018	
Rural/Urban Continuum	NEA Activities (n= 23,003)	% Population in Location (322.4)	NEA Activities (n= 25,653)	% Population in Location (324.9)	NEA Activities (n= 24,926)	% Population in Location (326.5)	NEA Activities (n= 19,373)	% Population in Location (325.4)	NEA Activities (n= N/A)	% Population in Location (N/A)
1. Non-metro, rural areas	12.54%	14.40%	12.06%	14.30%	12.72%	14.10%	11.44%	14.20%	N/A	N/A
2. Metro, urban areas	87.46%	85.60%	87.94%	85.70%	87.28%	85.90%	88.56%	85.80%	N/A	N/A
3. Metro pop < 250K	8.75%	9.10%	8.26%	9.00%	8.67%	9.00%	7.65%	9.00%	N/A	N/A
4. Metro pop >= 250 K but < 1M	15.81%	20.60%	15.45%	20.70%	16.67%	20.80%	15.55%	20.60%	N/A	N/A
5. Metro pop >= 1M but < 4.6M	22.15%	29.60%	23.14%	28.30%	22.00%	27.00%	23.50%	27.10%	N/A	N/A
6. Metro pop >= 4.6M	40.75%	26.30%	41.08%	27.70%	39.94%	29.10%	41.84%	29.10%	N/A	N/A

Source: FDR

The above table shows that each year, the percentage of grants awarded to organizations in rural vs. urban settings is roughly proportional to the percentage of applications received from those organizations, although there is a pattern of applications from urban organizations having a slightly higher success rate each year. However, agency-funded projects produce arts events at locations other than just each grantee organization’s address. At the conclusion of each project, grantees report this assortment of Project Activity Locations on their FDRs, and each year these

data (presented in the final three rows of the above table) demonstrate that these activities occur with more frequency in rural areas than would be expected based on the ratio of grant awards. In other words, Arts Endowment grants often support project activities in rural areas even when the organizations themselves are located in urban areas. In fact, in each year shown in the table above, approximately 6%-7% of grants were awarded to rural organizations; however, an average of 12% of all Endowment Agency-funded project activities occurred in rural areas in each of those years. The distribution of FY 2017 NEA-funded project activities is similar to the distribution of the U.S. population, in that approximately 14% of U.S. residents live in rural/nonmetropolitan areas.

FY 2019 and FY 2020 Performance. It is projected that performance on these two indicators will be maintained in FY 2019 and FY 2020.

CCO Performance Goal 1.2

FY 2018 Performance: Each year, the Arts Endowment strives to award direct grants in every congressional district. The percentages, by FY, are listed below.

Cross-Cutting Objective: Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country						
Performance Goal CCO 1.2. Each year, Arts Endowment direct grants are awarded in every congressional district.						
Indicator Number	Measure	2014	2015	2016	2017	2018
CCO 1.2.1	The % of congressional districts receiving an Arts Endowment direct grant	100.0%	100.0%	99.8%	100.0%	99.8%

Source: eGMS

FY 2019 and FY 2020 Performance. The agency has consistently awarded grants in nearly all congressional districts across the past five years. It is projected that this performance will be maintained in FY 2019 and FY 2020.

CCO Performance Goal 1.3

FY 2018 Performance: Arts Endowment direct grants engages underserved populations with the arts every year. The percentage of the direct grants awarded that engages underserved populations are shown below by fiscal year.

Cross-Cutting Objective: Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country						
Performance Goal CCO 1.3. Arts Endowment direct grants engages underserved populations with the arts every year.						
Indicator Number	Measure	2014	2015	2016	2017	2018
CCO 1.3.1	The % of Arts Endowment direct grant awards that engage underserved populations	36.90%	34.77%	34.94%	31.88%	N/A

Source: FDR

FY 2019 and FY 2020 Performance. It is projected that at least 32% of projects awarded grants by the agency will engage underserved populations in FY 2019 and FY 2020.

MANAGEMENT PRIORITY

The NEA identified one major management priority for FY 2018-19 in addition to priorities shown in our strategic framework:

1. Institutionalization of the processes surrounding the recently implemented eGMS (Electronic Grants Management System)

Planned actions and results for this management priority follow:

Management Priority 1. Institutionalization of the processes surrounding the recently implemented eGMS (Electronic Grants Management System).	
Planned Action	NEA will be working with our Shared Service provider to develop a way to obtain federal financial assistance awardees reporting data via web-based submission into the eGMS.
Results	<ul style="list-style-type: none"> • Joint steering committee completed its needs assessment and established requirements for final reports and other reports needing to use web-based submission by the end of Q3 FY 2018. • A joint agency work group was initiated in Q4 FY 2018 to support the development of a new agency-defined forms module for the eGMS. • The first iteration of the module was under development and in testing during Q1 FY 2019. • The second iteration of the module is anticipated to be under development during Q2 FY 2019. • A pilot implementation of a reporting form will be launched in Q3 FY 2019.

RESEARCH AND EVALUATION

The Arts Endowment continuously used research and evaluation across the four strategic goals to inform strategies and identify opportunities to improve agency performance and increase effectiveness of its activities. The agency used internal and external resources and a variety of processes to conduct research and evaluation and apply findings to its programs and practices. The following narrative highlights research and evaluation efforts undertaken by the Arts Endowment during FY 2018 that informed the agency's performance.

Goal 1

The Arts Endowment supports its goal to strengthen the cultural infrastructure of the nation through targeted research and evaluation studies. Research studies have examined the nature of specific arts fields, including their challenges and opportunities, while evaluation studies have examined the NEA's role in effecting change in the nation's cultural infrastructure. Specific studies undertaken during the past fiscal year include:

- The Arts Endowment analyzed the work of the nation's Folk Arts Partnerships, identifying how these programs fortify and celebrate cultural heritage while connecting underserved communities to the resources of state arts agencies. Data were drawn from the applications and final reports from FY 2013-2015 of all Folk Arts Partnerships supported by the agency. The report, Qualitative Analysis Findings: Folk & Traditional Arts Partnerships, was published on the agency website in October 2017. A follow-up study was conducted during FY 2018 of the related Folk & Traditional Arts Art Works program, with findings presented at a national conference attended by state arts agencies representatives during the first quarter of FY 2019; a report summarizing these findings is scheduled for release during the third quarter of FY 2019.
- An outcome evaluation study of Poetry Out Loud, a national poetry recitation competition co-created with the Poetry Foundation and administered in partnership with state arts agencies from all 50 states, the District of Columbia, the U.S. Virgin Islands, and Puerto Rico, was launched during the fourth quarter of FY 2018. The purpose of this evaluation study is primarily to assess the student-level outcomes associated with the program under optimally implemented conditions. Findings from the study will be used to guide future NEA investments in this competition. The Poetry Foundation is co-funding this study with the NEA. The study is expected to conclude in FY 2020.

Goal 2

Through this goal, the NEA intends to positively affect people – to enrich and improve their lives and the communities in which they live. Research studies are intended to inform the agency's efforts in support of this goal, while evaluation studies support program improvement or assess the effectiveness of current grant-making activities. Specific research and evaluation studies that have been done include:

- The Arts Endowment launched work in FY 2018 on the development of an evidence-based logic model and measurement model for the agency's Arts Education Collective

Impact program. Developing a common measurement system across grant projects is an important goal, as it would position the agency to use grantee data for an outcome evaluation study in the future.

- During FY 2018, the Education Commission of the States (ECS) worked with the National Endowment for the Arts on its Statewide Data Infrastructure Project for Arts Education. As part of this cooperative agreement, ECS will complete a multi-phased Landscape Analysis assessing all 50 states' and DC's capacity and efforts to extract, analyze and report arts education data. The project will bring greater access and transparency to public data about K-12 student participation in arts education through the creation of a toolkit that will provide user guides, dashboard wireframes, and training materials to help states build their own systems for extracting, analyzing, reporting, and communicating data about arts education. The report, Using State Data Systems to Report Information on Arts Education, was published by ECS in September 2018 as an output of this project.
- The Arts Endowment launched in FY 2018 an implementation evaluation study to validate the recently developed Our Town theory of change, logic model, and measurement model. The primary methods for the implementation evaluation are a national survey and case studies. The agency anticipates modifying its grantee final report requirements based on this study in order to build a stronger evidence base in the long term.
- The Arts Endowment through its Creative Forces program is investing in clinical research on the biological, psycho-social, and comparative cost effectiveness impacts and benefits of creative arts therapies on service members, veterans, and their families. Through a cooperative agreement with the Creative Arts Therapies PhD program at Drexel University in Philadelphia, several research studies are underway. The Creative Forces Research Inventory provides an inventory of all the completed, current, and pending research and clinical practice papers associated with Creative Forces. Some studies have been published in peer-reviewed journals, including a case study examining long-term art therapy with a senior military service member with PTSD and TBI. To guide future evidence-building efforts, the Arts Endowment produced the Creative Forces Clinical Research Strategic Framework and Five-Year Agenda (2018-2022), which establishes strategic objectives for Creative Forces clinical research and provides a five-year plan for achieving those objectives.

Goal 3

The NEA supports its goal to promote public knowledge and understanding about the contributions of the arts primarily through its research program. External research on the impacts of the arts on individuals and communities is supported by the NEA through its Research: Arts Works grant program, which offered grants for research examining the value and impact of the arts. The NEA's Research Labs program, which was launched in FY 2017, funds transdisciplinary research teams, grounded in the social and behavioral sciences, to engage with the NEA's five-year research agenda. Research studies in support of the NEA research agenda

are also undertaken directly by NEA staff and contractors. Completed research studies that have focused on the impacts of the arts include:

- Two arts data profiles were published in March 2018 using findings from the Arts and Cultural Production Satellite Account (ACPSA), produced jointly by the Arts Endowment and the Bureau of Economic Analysis, U.S. Commerce Department. The first arts data profile, [The U.S. Arts and Cultural Production Satellite Account \(1998-2015\)](#), revealed the size of the arts and cultural sector and its contributions to the U.S. economy, the number of workers employed by those industries and their compensation figures, consumer expenditures on arts and culture, and import/export activity. A second arts data profile, [State-Level Estimates of the Arts' Economic Value and Employment \(2001-2015\)](#), provided state-level estimates for total arts and cultural production and for the 35 industries tracked by the ACPSA. Both arts data profiles included research briefs, data tables, and data visualizations. The State-Level Estimates arts data profile also included links to state fact sheets produced by the Bureau of Economic Analysis and to creative economy state profiles developed by the National Assembly of State Arts Agencies in partnership with the Arts Endowment.
- Stemming from a research collaboration with the Economic Research Service at the U.S. Department of Agriculture, the Arts Endowment analyzed data from the Rural Establishment Innovation Survey to quantify relationships among arts organizations, design-integrated firms, and business innovators in rural settings. The report, [Rural Arts, Design, and Innovation in America](#), released in November 2017, is the centerpiece of an [arts data profile](#) featured on the agency's website, which includes four research briefs and a data visualization.
- In FY 2018, the Arts Endowment reported early findings from its analysis of the 2017 Survey of Public Participation in the Arts (SPPA) conducted in partnership with the U.S. Census Bureau about adults' participation across five modes of art activity: attending; reading books and literature; consuming through electronic media; making and sharing; and learning. The report, [U.S. Trends in Arts Attendance and Literary Reading: 2002-2017](#), provided national statistics on visual and performing arts attendance and literary reading rates using the 2017 SPPA and comparing the results with prior surveys (2002, 2008, and 2012). The report is featured as part of an [arts data profile](#), which includes related statistical tables and a data visualization. A monograph series released in FY 2019 will explore in greater depth topics such as reading, media arts, and barriers, motivations, and personal preferences affecting arts participation.
- An analysis of arts and cultural data from the 2015 American Housing Survey was undertaken in FY 2018 with a report expected in the second quarter of FY 2019. The analysis addresses key questions about the relationships between residential proximity to arts and cultural amenities and neighborhood choice; perceived importance of living near arts and cultural amenities and reported levels of satisfaction about accessing those amenities; and presence of arts and cultural amenities and perceptions of neighborhood economic and community development. The report is expected to contribute to a greater understanding of the mechanisms underlying how the arts and cultural amenities contribute to community life.

Goal 4

The NEA rigorously reviews its management functions. With respect to financial management, the NEA's Office of Inspector General (OIG) oversees an annual audit, which encompasses an independent and thorough review to ensure the agency's financial statements accurately and completely represent the agency's financial position. The OIG also oversees the annual review of the agency's compliance with the Federal Information Security Modernization Act (FISMA). The financial statement audit and FISMA review typically result in recommendations for improvement that inform the agency's strategic plan and efforts for improved programs and processes.

Human capital management reviews are essential for hiring, managing, training and retaining talented and high performing employees. To that end, the NEA regularly evaluates and acts on its human capital programs via Office of Personnel Management (OPM) audits and assessments and Equal Employment Opportunity Commission (EEOC) reviews. In addition, results from OPM's Federal Employee Viewpoint Survey, provide important data on employee engagement, sense of inclusion, dedication to the NEA mission, and commitment to personal accountability. Surveys of panelists participating in reviews of funding applications provide information used to improve the peer review process.

Specific audits and evaluations that were done include:

- The FY 2018 Federal Employee Viewpoint Survey found that nearly 98% of Arts Endowment employees understood how their work related to the agency's goals and priorities, while over 92% reported that they were held accountable for achieving results.