



**Fiscal Year 2020
Annual Performance Report**

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INTRODUCTION

The Fiscal Year (FY) 2020 Annual Performance Report (APR) 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 Annual Performance Plan sets out performance goals and indicators in support of the strategic objectives. This APR reviews and discusses the goals and indicators in light of past performance.

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
Literary Arts	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.”

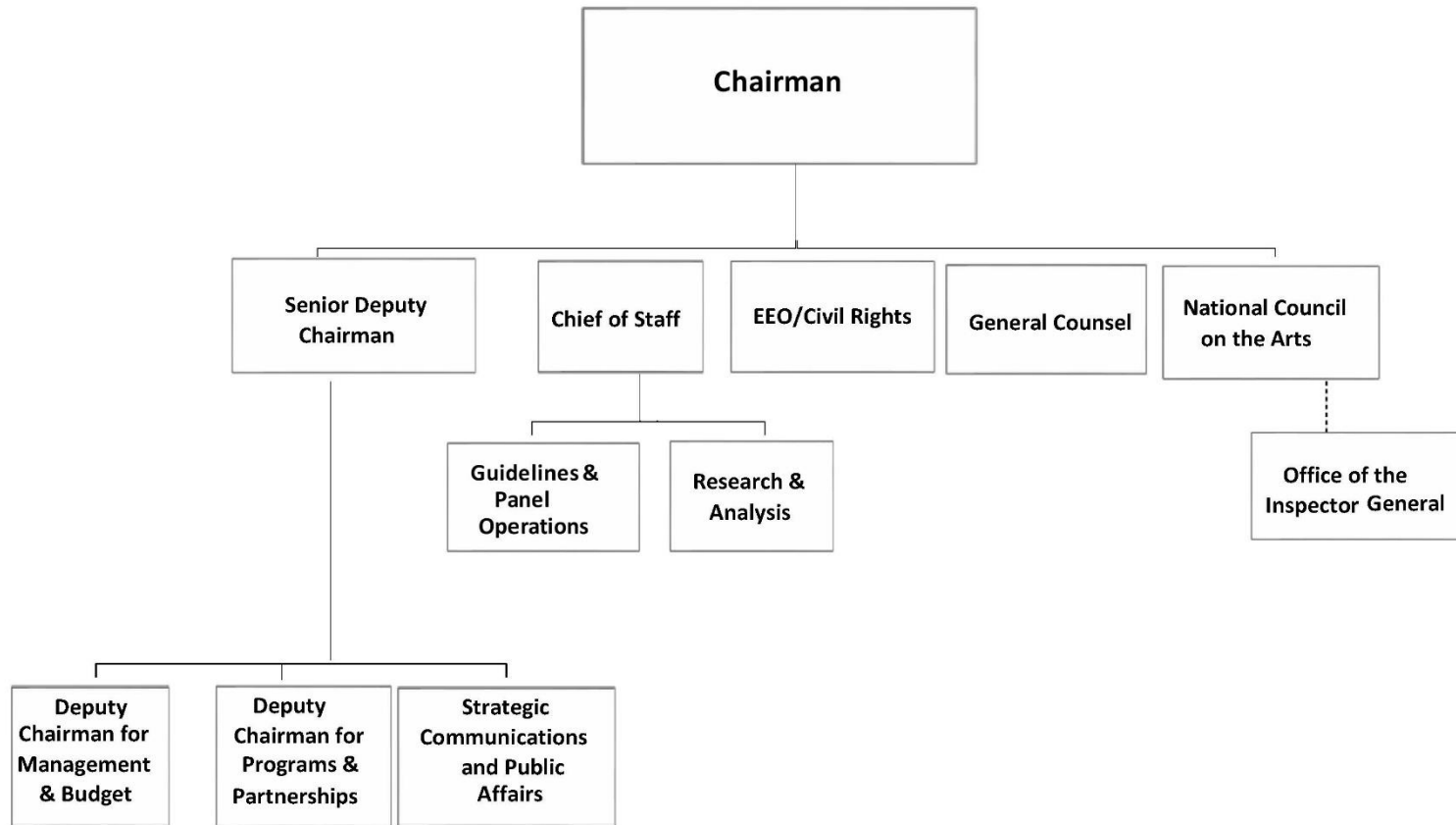
The Arts Endowment's vision statement rests on those enduring claims. The arts allow Americans to dream of fresh possibilities and to expand their horizons as thinkers and citizens in a world of complex ideas and technologies, as well as to contribute to the cultural legacy of the nation. Access to imagination 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 FY 2020 Annual Performance Plan (APP), which can be found on the agency’s [website](#) as part of the Appropriations Request for Fiscal Year 2021, 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 FY 2020 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 third reporting year for the agency's new APP based on its FY 2018-2022 Strategic Plan, some measures may have limited historical data available for reporting. The agency also must omit reporting for a few indicators due to new data collections underway.

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 Arts Endowment's Office of Research & Analysis (ORA). 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, which tracks basic administrative data on the agency's grant-making activities, including counts of applications received and grants awarded. In FY 2018, the agency transitioned its grant records from an older GMS system to an online platform developed in collaboration with the National Endowment for the Humanities.

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.

ABS – Arts Basic Survey. The ABS, previously known as the Annual Arts Basic Survey, 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 ABS has provided estimates of Americans' participation in the arts during years in which the SPPA is not administered.

Throughout this document, data are reported through FY 2020 unless otherwise noted. A significant exception is FDR data. The most recent data available from grantees' FDRs are from FY 2019, 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 2016 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 2017. 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 2016 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 57% of FDRs have been received for grants awarded in FY 2019, counts for all indicators that rely on FDR data throughout this report for FY 2019 may be low in comparison to FY 2016 through FY 2018.

Number and Percentage of FDRs Received – 2016 - 2020					
	2016	2017	2018	2019	2020
Number of FDRs Received	2,111	2,094	1,975	1,262	0
Percentage Received	92%	90%	91%	57%	0%

Data Validation and Verification

The Arts Endowment ensures the accuracy and reliability of the performance data in its APR 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 APR are subject to internal data verification and validation by the agency’s 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 Arts Endowment creates an internal guidance document for performance measure reporting, including in a detailed matrix its indicators, data sources, analytical methods (including formulas), and, when appropriate, verification procedures specific to individual indicators. Prior to indicator analysis and reporting, ORA reviews datasets for completeness; missing data are identified and reported in the APR. Methods for handling anomalous data are established and used. In some cases, data are re-checked against source information (e.g., FDR). Confirmatory analyses are then undertaken.
- **Level of accuracy required for the intended use of data:** Performance data reported in the APR are used for management purposes, as a representative indicator of progress in relation to an established target or goal. Accuracy of data is verified to the extent considered necessary, to provide a reasonable representation of progress made relative to a target or goal, enabling the Arts Endowment senior management to determine if progress is adequate.
- **Limitations to the data at the required level of accuracy:** Arts Endowment 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 from FY 2019 and earlier

must be extracted from PDF forms and converted into a dataset, data inaccuracies due to programming errors are possible. See the discussion of the Management Priority later in this report 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 APR 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 sufficient for 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.

Up to FY 2019, the agency's FDR dataset has been prone to error due to the data collection method. Grantees submitted reports in Adobe PDF forms, from which data were extracted into SQL data tables. Work was still underway at the time of writing this report to correct data extraction errors. Therefore, certain performance measures in this report have been flagged for potential errors as a result of the validation and verification process.

ANNUAL PERFORMANCE REPORT

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	2016	2017	2018	2019	2020
1.a	Percentage of direct grants awarded by the Arts Endowment with the intent of supporting goal 1.	18.38%	15.91%	14.41%	22.89%	46.28%

Source: eGMS

As seen from the table above, an average of 23.58% 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 14.41% to 46.28% over the span of five years. In FY 2019, internal guidelines for coding grant goals and outcomes were improved, which might account for the change in percentage detected in that year. The large FY 2020 increase is attributable to the Coronavirus Aid, Relief, and Economic Security (CARES) Act grants.² Because of their focus on preserving jobs and supporting arts organizations forced to close operations due to the COVID-19 pandemic, the CARES Act grants have been coded to Strategic Goal 1, which includes support for cultural infrastructure under Objective 1.3.

² With \$75 million appropriated to the National Endowment for the Arts through the CARES Act, the Arts Endowment awarded 40% of the funds directly to state and regional arts agencies by April 30 to distribute through their funding programs. Sixty percent of the funds were designated for direct grants to nonprofit arts organizations to preserve jobs and help support organizations forced to close operations due to the spread of COVID-19; these grants were awarded by July 1, 2020.

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. Only disciplines with award activity are presented in the table that follows.

Strategic Goal 1: Support Art that Meets the Highest Standards of Excellence.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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>	90.91%	100.00%	97.50%	100.00%	100.00%
	<i>Arts Engagement in American Communities</i>	0.00%	0.00%	0.00%	0.00%	7.58%
	<i>Challenge America</i>	0.00%	0.00%	11.76%	6.52%	20.00%
	<i>Creativity Connects*</i>	N/A	10.81%	25.00%	N/A	N/A
	<i>Dance</i>	38.51%	34.94%	24.54%	37.36%	41.34%
	<i>Design</i>	10.48%	6.52%	5.41%	7.92%	34.17%
	<i>Folk & Traditional Arts</i>	5.63%	5.71%	0.88%	0.84%	37.21%
	<i>Literary Arts</i>	0.91%	0.00%	0.00%	0.97%	5.22%
	<i>Local Arts Agencies</i>	13.21%	17.31%	20.45%	33.33%	71.54%
	<i>Media Arts</i>	21.53%	31.79%	32.20%	50.77%	52.27%
	<i>Museums</i>	4.88%	0.79%	0.00%	0.00%	45.02%
	<i>Music</i>	15.60%	6.11%	3.10%	10.04%	43.04%
	<i>Musical Theater**</i>	N/A	N/A	7.32%	47.06%	61.22%
	<i>Opera</i>	28.36%	18.06%	14.29%	12.86%	51.33%
	<i>Presenting & Multidisciplinary Works</i>	17.06%	23.67%	19.53%	37.50%	53.45%
	<i>Theater**</i>	43.59%	31.16%	28.21%	45.30%	63.28%
	<i>Visual Arts</i>	32.90%	25.69%	23.73%	40.88%	47.34%
1.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 1.	\$11,034,297	\$9,874,658	\$8,174,181	\$13,061,555	\$60,133,900

Source: eGMS

*Creativity Connects was a short-term grant initiative offered during FY 2017 and FY 2018.

**Prior to FY 2018, Musical Theater grant data was reported as a combined category with Theater.

The table above shows, over the span of five years, the percentage of direct grants awarded by various artistic discipline offices at the Arts Endowment with the intent of supporting art that meets the highest standards of excellence. Of the 17 artistic disciplines listed, the discipline of Artist Communities funds the highest percentage of awards with the intent of supporting Goal 1, ranging from 90.91% in FY 2016 to 100% in FY 2020. Theater has the next highest rate of funding such grants at an average of 42.31% over this five-year period. By contrast, the Literary

Arts discipline funded one of the lowest percentages of such awards at 1.42% over this same period.

Overall, the Arts Endowment has funded a total of over \$102 million over the span of five years with the intent to support art that meets the highest standards of excellence. The significant increase in obligated funds for direct grants in FY 2020 is largely due to CARES Act funding.

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 and 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 2020 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	2016	2017	2018	2019	2020
1.1.1.1	The % of direct grants awarded by the NEA with the intent of sustaining artistic traditions.	1.87%	1.33%	1.78%	1.66%	1.57%

Source: eGMS

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. Only disciplines with award activity are presented in the table that follows.

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	2016	2017	2018	2019	2020
1.1.1.2	The % of Arts Endowment direct grants by artistic discipline with the intent of sustaining artistic traditions.					
	<i>Arts Education</i>	2.07%	0.52%	2.26%	0.00%	1.84%
	<i>Challenge America</i>	0.00%	0.00%	0.74%	0.00%	2.76%
	<i>Dance</i>	2.48%	1.20%	2.45%	2.87%	2.79%
	<i>Design</i>	4.84%	3.62%	2.70%	2.97%	4.17%
	<i>Folk & Traditional Arts</i>	9.86%	12.38%	11.40%	14.29%	8.14%
	<i>Local Arts Agencies</i>	1.89%	0.00%	0.00%	5.26%	1.63%
	<i>Media Arts</i>	3.47%	2.31%	2.82%	1.54%	3.79%
	<i>Museums</i>	3.25%	3.17%	3.88%	3.54%	1.42%
	<i>Music</i>	0.80%	0.00%	0.00%	0.39%	0.00%
	<i>Presenting & Multidisciplinary Works</i>	0.47%	0.48%	1.18%	0.54%	1.45%
	<i>Research</i>	5.56%	0.00%	0.00%	0.00%	0.00%
	<i>Theater</i>	0.37%	0.00%	0.43%	0.00%	0.00%
	<i>Visual Arts</i>	0.65%	1.39%	2.54%	0.73%	0.53%
1.1.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of sustaining artistic traditions.	\$1,320,889	\$1,045,471	\$1,060,047	\$1,041,892	\$1,250,000

1.1.1.4	The number of individuals who participated in Arts Endowment-supported activities that sustained artistic traditions.	463,355	319,757	106,831	6,964	N/A
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Source: eGMS, FDR

Of the 13 disciplines listed, Folk & Traditional Arts funded the highest percentages (over 8% in FY 2020) of direct grants with the intent of sustaining artistic traditions over the span of five years. Design and Museums funded the next highest percentages with an average of 3.66% and 3.05% respectively. By contrast, Theater funded the least percentages of such grants, ranging from 0% to 0.43%.

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.

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 2020 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	2016	2017	2018	2019	2020
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.	15.23%	13.24%	12.41%	13.11%	9.22%

Source: eGMS

The percentage of direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art ranged from 9% to over 15% from FY 2016- FY 2020. 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. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

These direct grants have supported the creation of a number of original artworks in a variety of disciplines with the funds provided. Only disciplines with award activity are presented in the table that follows. Creativity Connects was a leadership initiative launched as part of the Art Endowment’s 50th anniversary for the duration of FY 2017 and FY 2018 only.

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	2016	2017	2018	2019	2020
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>	40.91%	25.64%	17.50%	22.50%	20.45%
	<i>Arts Education</i>	1.04%	1.05%	1.13%	0.58%	1.23%
	<i>Arts Engagement in American Communities</i>	5.49%	4.76%	0.00%	0.00%	0.00%
	<i>Challenge America</i>	4.65%	9.77%	14.71%	8.70%	9.66%
	<i>Creativity Connects*</i>	N/A	18.92%	16.67%	N/A	N/A
	<i>Dance</i>	28.57%	28.31%	23.31%	20.11%	18.44%
	<i>Design</i>	36.29%	27.54%	28.83%	34.65%	24.17%
	<i>Folk & Traditional Arts</i>	3.52%	4.76%	3.51%	0.84%	1.16%
	<i>Literary Arts</i>	2.73%	3.51%	4.63%	7.77%	5.22%
	<i>Local Arts Agencies</i>	15.09%	25.00%	25.00%	15.79%	8.94%
	<i>Media Arts</i>	15.97%	13.87%	18.08%	14.36%	12.88%
	<i>Museums</i>	8.13%	3.17%	2.91%	9.73%	3.32%
	<i>Music</i>	10.80%	4.96%	6.64%	8.11%	5.25%
	<i>Musical Theater**</i>	N/A	N/A	21.95%	26.47%	14.29%
	<i>Opera</i>	19.40%	12.50%	7.94%	12.86%	6.19%
	<i>Presenting & Multidisciplinary Works</i>	21.33%	14.98%	12.43%	16.85%	9.09%
	<i>Research</i>	5.56%	0.00%	0.00%	0.00%	0.00%

	<i>Theater**</i>	23.44%	21.38%	21.37%	21.37%	16.95%
	<i>Visual Arts</i>	23.87%	24.31%	15.25%	22.63%	18.09%
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.	\$9,721,715	\$9,074,833	\$7,747,392	\$8,324,500	\$8,004,000
1.2.1.4	The number of professional original works of art created as a result of Arts Endowment direct grant awards.	4,977	3,827	4,138	1,857	N/A

Source: eGMS, FDR

*Creativity Connects was a short-term grant initiative offered during fiscal years 2017 and 2018.

**Prior to FY 2018, Musical Theater grant data was reported as a combined category with Theater.

Of the 19 disciplines listed, Design awarded the highest percentages of direct grants with the intent of creating or commissioning original works of art at an average of 30.30% across five years. Artist Communities and Dance came close second with such grants at an average of 25.40% and 23.75% respectively from FY 2016 to FY 2020. By contrast, Arts Education only funded an average of 1% of such grants over these years and Research funded mostly no such grants over the years, with the exception of 5.56% in FY 2016. A total of 14,799 professional original works of art were created as a result of the Endowment’s direct grant awards over the four years for which the Arts Endowment has reported data.

Overall, the Arts Endowment obligated over \$42 million in direct grants with the intent of creating or commissioning original works of art over the FY 2016-FY 2020 period.

An average of 3,700 professional original works of art were created per year as a result of these direct grants in FY 2016-2019.

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, and 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 2020 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	2016	2017	2018	2019	2020
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.	6.30%	7.54%	6.69%	5.59%	3.90%

Source: eGMS

Across a five-year span, an average of 6% 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. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

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. Only disciplines with direct grants awarded over these five years are presented.

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	2016	2017	2018	2019	2020
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>	2.27%	2.56%	2.50%	2.50%	2.27%
	<i>Arts Education</i>	10.88%	13.61%	14.12%	12.79%	7.98%
	<i>Arts Engagement in American Communities</i>	0.00%	3.57%	0.00%	0.00%	0.00%
	<i>Challenge America</i>	0.78%	0.75%	0.00%	0.00%	0.00%
	<i>Creativity Connects*</i>	N/A	16.22%	5.56%	N/A	N/A
	<i>Dance</i>	1.86%	5.42%	4.29%	1.72%	2.79%

	<i>Design</i>	10.48%	20.29%	16.22%	9.90%	4.17%
	<i>Folk & Traditional Arts</i>	6.34%	4.76%	2.63%	5.04%	0.58%
	<i>Literary Arts</i>	3.64%	5.26%	6.48%	3.88%	4.35%
	<i>Local Arts Agencies</i>	18.87%	9.62%	18.18%	17.54%	11.38%
	<i>Media Arts</i>	6.25%	12.14%	10.73%	12.31%	12.12%
	<i>Museums</i>	0.81%	1.59%	0.97%	0.88%	1.90%
	<i>Music</i>	5.20%	4.58%	4.87%	5.02%	3.41%
	<i>Opera</i>	11.94%	9.72%	11.11%	5.71%	4.42%
	<i>Presenting & Multidisciplinary Works</i>	6.16%	8.70%	9.47%	8.15%	5.82%
	<i>Research</i>	66.67%	62.50%	60.00%	0.00%	0.00%
	<i>State & Regional</i>	0.00%	0.00%	3.13%	0.00%	0.00%
	<i>Theater</i>	7.69%	4.35%	4.70%	5.13%	3.11%
	<i>Visual Arts</i>	5.81%	6.25%	2.54%	2.19%	1.06%
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.	\$5,052,633	\$6,887,107	\$5,748,814	\$4,450,952	\$3,996,000
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.	1,552,714	777,493	946,032	144,852	N/A

Source: eGMS, FDR

*Creativity Connects was a short-term grant initiative offered during fiscal years 2017 and 2018.

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 66.67%. From FY 2016 to FY 2020, Arts Endowment obligated a total of over \$26 million in direct grants with the intent of strengthening the U.S. cultural infrastructure.

Arts Endowment grant recipients reported an average of over 1 million individuals per year participated in Arts Endowment-supported activities that strengthened the U.S. cultural infrastructure from FY 2016 to FY 2018.

Performance Goal 1.3.2

FY 2020 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	2016	2017	2018	2019	2020

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	16	18	16
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Source: Arts Endowment administrative documentation

In FY 2020, 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 *Arts Strategies for Addressing the Opioid Crisis: Examining the Evidence* and [Envisioning the Future of Theater for Young Audiences](#). Convenings included a series of virtual town halls associated with Poetry Out Loud as well as the virtual Creative Forces Clinical All Hands. This is a new indicator not previously tracked, therefore historical data prior to 2018 are not presented.

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	2016	2017	2018	2019	2020

2.a	The % of direct grants awarded by the Arts Endowment with the intent of supporting goal 2.	77.79%	80.22%	81.53%	73.22%	50.95%
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Source: eGMS

An average of 72.74% of direct grants awarded by the Arts Endowment support cultivating public engagement with, and access to, various forms of excellent art across the nation. The percentage of direct grants attributed to Strategic Goal 2 primarily decreased due to the increase in the total number of grants due to CARES Act funding and the attribution of all CARES Act grants to Strategic Goal 1. There has also been a general reduction in the number of grant awards attributed to Strategic Goal 2 due to agency efforts to more accurately code grant awards.

These direct grants provided funding across a variety of 18 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	2016	2017	2018	2019	2020
2.b	The % of Arts Endowment direct grants by artistic discipline with the intent of supporting goal 2.					
	<i>Artist Communities</i>	9.09%	0.00%	2.50%	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>	100.00%	100.00%	100.00%	100.00%	92.42%
	<i>Challenge America</i>	100.00%	100.00%	88.24%	93.48%	80.00%
	<i>Creativity Connects*</i>	N/A	89.19%	75.00%	N/A	N/A
	<i>Dance</i>	61.49%	65.06%	75.46%	62.64%	58.66%
	<i>Design</i>	89.52%	93.48%	94.59%	92.08%	65.83%
	<i>Folk & Traditional Arts</i>	87.32%	83.81%	88.60%	92.44%	58.14%
	<i>Literary Arts</i>	99.09%	100.00%	100.00%	99.03%	94.78%
	<i>Local Arts Agencies</i>	86.79%	82.69%	79.55%	66.67%	28.46%
	<i>Media Arts</i>	78.47%	68.21%	67.80%	49.23%	47.73%
	<i>Museums</i>	95.12%	99.21%	100.00%	100.00%	54.98%
	<i>Music</i>	84.40%	93.89%	96.90%	89.96%	56.96%
	<i>Musical Theater**</i>	N/A	N/A	92.68%	52.94%	38.78%
	<i>Opera</i>	71.64%	81.94%	85.71%	87.14%	48.67%
	<i>Presenting & Multidisciplinary Works</i>	82.94%	76.33%	80.47%	62.50%	46.55%
	<i>Theater**</i>	56.41%	68.84%	71.79%	54.70%	36.72%
	<i>Visual Arts</i>	67.10%	74.31%	76.27%	59.12%	52.66%
2.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 2.	\$46,405,006	\$51,636,831	\$49,619,385	\$41,498,990	\$40,973,182

Source: eGMS

*Creativity Connects was a short-term grant initiative offered during FY 2017 and FY 2018.

**Prior to FY 2018, Musical Theater grant data was reported as a combined category with Theater.

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. Arts Education funded 100% of such grants with Literary Arts and Arts Engagement in American Communities in a close second with 98.58% and 98.48% respectively. By contrast, the Artist Communities discipline funded an average of 2.32% of these grants across the five-year period and funded no awards under this strategic goal for the past two years.

From FY2016 to FY2020, Arts Endowment obligated about \$230 million in 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 2020 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	2016	2017	2018	2019	2020
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.	56.64%	63.22%	64.61%	56.71%	40.01%

Source: eGMS

From FY 2016-FY 2020, more than half (average 56.24%) of the direct grants awarded by the Arts Endowment provided opportunities for the American people to engage with the arts. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

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. Only disciplines with award activity are presented in the table that follows.

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	2016	2017	2018	2019	2020
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>	9.09%	0.00%	2.50%	0.00%	0.00%
	<i>Arts Engagement in American Communities</i>	100.00%	100.00%	100.00%	100.00%	92.42%
	<i>Challenge America</i>	87.60%	100.00%	88.24%	84.78%	80.00%
	<i>Creativity Connects*</i>	N/A	62.16%	52.78%	N/A	N/A
	<i>Dance</i>	52.80%	54.22%	66.26%	55.17%	49.72%
	<i>Design</i>	15.32%	26.81%	25.23%	25.74%	13.33%
	<i>Folk & Traditional Arts</i>	69.72%	62.86%	77.19%	74.79%	42.44%
	<i>Literary Arts</i>	98.18%	97.37%	100.00%	90.29%	84.35%
	<i>Local Arts Agencies</i>	69.81%	78.85%	79.55%	47.37%	22.76%
	<i>Media Arts</i>	70.14%	56.65%	58.76%	47.69%	45.45%
	<i>Museums</i>	86.99%	98.41%	93.20%	99.12%	54.03%
	<i>Music</i>	68.40%	86.64%	90.71%	86.49%	55.12%
	<i>Musical Theater**</i>	N/A	N/A	87.80%	52.94%	36.73%
	<i>Opera</i>	55.22%	65.28%	73.02%	82.86%	43.36%

	<i>Presenting & Multidisciplinary Works</i>	70.62%	72.95%	69.82%	44.02%	37.09%
	<i>Theater**</i>	47.99%	65.58%	67.95%	52.99%	33.90%
	<i>Visual Arts</i>	50.97%	72.92%	63.56%	45.26%	47.34%
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.	\$31,040,745	\$36,218,202	\$36,522,530	\$28,713,375	\$28,508,182

Source: eGMS

*Creativity Connects was a short-term grant initiative offered during FY 2017 and FY 2018.

**Prior to FY 2018, Musical Theater grant data was reported as a combined category with Theater.

Of the 17 artistic disciplines listed above, Arts Engagement in American Communities, Literary Arts 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 55% of such grants.

From FY 2016 to FY 2020, Arts Endowment obligated a total of over \$161 million in direct grants with the intent of providing opportunities for the American people to engage with the arts.

Performance Goal 2.1.2

FY 2020 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	2016	2017	2018	2019	2020
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.	80.96%	80.66%	80.81%	78.68%	N/A

Source: FDR

From FY 2016 to FY 2019, over three-quarters (average 80.28%) of Arts Endowment direct grant awards produced in-person arts events 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.

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	2016	2017	2018	2019	2020
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>	70.27%	71.05%	70.00%	55.17%	N/A
	<i>Arts Education</i>	70.86%	72.83%	73.37%	72.22%	N/A
	<i>Arts Engagement in American Communities</i>	72.15%	81.94%	79.57%	84.38%	N/A
	<i>Challenge America</i>	70.00%	70.18%	68.75%	71.96%	N/A
	<i>Creativity Connects</i>	N/A	65.63%	74.07%	N/A	N/A
	<i>Dance</i>	89.19%	84.87%	86.27%	78.63%	N/A
	<i>Design</i>	52.13%	56.10%	45.31%	52.38%	N/A
	<i>Folk & Traditional Arts</i>	80.95%	82.42%	86.17%	72.13%	N/A
	<i>International</i>	0.00%	50.00%	0.00%	0.00%	N/A
	<i>Literary Arts</i>	82.98%	79.81%	77.08%	67.39%	N/A
	<i>Local Arts Agencies</i>	74.42%	71.05%	61.76%	50.00%	N/A
	<i>Media Arts</i>	69.03%	70.15%	71.64%	72.09%	N/A
	<i>Museums</i>	96.04%	93.46%	94.25%	88.00%	N/A
	<i>Music</i>	87.83%	89.87%	89.77%	89.29%	N/A
	<i>Musical Theater</i>	N/A	N/A	92.31%	78.26%	N/A
	<i>Opera</i>	83.61%	94.29%	92.98%	83.64%	N/A
	<i>Presenting & Multidisciplinary Works</i>	80.87%	80.00%	85.26%	85.45%	N/A
	<i>Research</i>	0.00%	50.00%	0.00%	0.00%	N/A
	<i>Theater</i>	89.33%	85.20%	83.26%	85.03%	N/A
	<i>Visual Arts</i>	81.62%	76.98%	80.21%	76.19%	N/A
2.1.2.3	The # of individuals engaged in-person through arts events supported by Arts Endowment direct grant awards.	54,506,398	52,792,043	30,586,140	16,196,379	N/A

Source: FDR

*Creativity Connects was a short-term grant initiative offered during FY 2017 and FY 2018.

**Prior to FY 2018, Musical Theater grant data was reported as a combined category with Theater.

Of the 20 artistic disciplines listed, Music had the highest average (89.19%) of direct grants that produced in-person arts events resulting in cumulative attendance of 500 people or more in the period of FY 2016 through FY 2019. Museums and Presenting & Multidisciplinary Works had the second highest average of such grants at 92.94% and 82.90% respectively. By contrast, Research, at 12.5%, supported few grant projects over these four years that involved large numbers of attendees at in-person arts events.

Over these four years, an average of over 38 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 Arts Basic Survey (ABS) the percentage of adults that attend a live performing arts or visual arts events (excluding movies). This indicator demonstrates very slight growth between 2017 and 2020. The percentage, by fiscal year, is detailed below. Note that data for this indicator are collected every two to three years.

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	2016	2017	2018	2019	2020
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 & ABS).	N/A	46.2%	N/A	N/A	46.9%

Source: SPPA/ABS

Performance Goal 2.1.3

FY 2020 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	2016	2017	2018	2019	2020
2.1.3.1	The % of Arts Endowment direct grant awards that supported virtual arts experiences that engaged at least 5,000 people.	9.14%	9.65%	15.19%	N/A	N/A

Source: FDR

From FY 2016 to FY 2018, an average of 11.33% of Arts Endowment direct grants resulted in virtual arts experiences that engage at least 5,000 people or more. Due to errors in the FDR data extraction process (discussed earlier in this report), FY 2019 data are not available at this time.

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. Only disciplines with direct grants awarded over these five years are presented in the table 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	2016	2017	2018	2019	2020
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.					
	<i>Artist Communities</i>	8.11%	5.26%	10.00%	N/A	N/A
	<i>Arts Education</i>	5.49%	4.49%	5.23%	N/A	N/A
	<i>Arts Engagement in American Communities</i>	4.76%	2.70%	7.53%	N/A	N/A
	<i>Challenge America</i>	0.00%	0.86%	4.58%	N/A	N/A
	<i>Creativity Connects*</i>	N/A	18.18%	22.22%	N/A	N/A
	<i>Dance</i>	3.97%	5.16%	10.39%	N/A	N/A
	<i>Design</i>	5.66%	10.11%	10.14%	N/A	N/A
	<i>Folk & Traditional Arts</i>	9.77%	12.77%	22.00%	N/A	N/A
	<i>Literary Arts</i>	28.57%	30.70%	31.43%	N/A	N/A
	<i>Local Arts Agencies</i>	14.29%	13.95%	10.81%	N/A	N/A
	<i>Media Arts</i>	27.07%	24.36%	29.19%	N/A	N/A
	<i>Museums</i>	15.93%	12.73%	31.87%	N/A	N/A
	<i>Music</i>	7.95%	5.79%	17.13%	N/A	N/A
	<i>Musical Theater**</i>	N/A	N/A	5.13%	N/A	N/A
	<i>Opera</i>	1.64%	1.43%	20.69%	N/A	N/A
	<i>Presenting & Multidisciplinary Works</i>	5.88%	7.77%	16.46%	N/A	N/A
	<i>Theater**</i>	4.28%	3.19%	5.53%	N/A	N/A
	<i>Visual Arts</i>	12.59%	17.83%	20.39%	N/A	N/A
2.1.3.3	The # of individuals engaged in virtual arts experiences supported by Arts Endowment grant awards.	111,351,580	180,550,537	310,896,801	N/A	N/A

Source: FDR

*Creativity Connects was a short-term grant initiative offered during FY 2017 and FY 2018.

**Prior to FY 2018, Musical Theater grant data was reported as a combined category with Theater.

Of the 18 artistic disciplines listed, Literary Arts had the highest percentage (averaging 30% per year, FY 2016–FY 2018) of direct grants that facilitated virtual arts experiences resulting in significant public engagement. Creativity Connects also had high percentages of such grants, averaging 20%. By contrast, only 2% of Challenge America grantees reported virtual arts engagement over this three-year period.

From FY 2016 to FY 2018, an average of over 200 million individuals per year engaged in virtual arts experiences supported by Arts Endowment grant awards.

As of FY 2018, FDRs contained 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. Due to errors in the FDR data extraction process (discussed earlier in this report), FY 2019 data are not available.

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 (Science, Technology, Engineering, Mathematics) 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 2020 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 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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.	15.02%	13.29%	14.19%	12.49%	9.07%

Source: eGMS

From FY 2016 to FY 2020, the Arts Endowment awarded an average of 12.8% 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. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

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. Only disciplines with direct grants awarded over these five years are presented in the table 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 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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>Arts Education</i>	100.00%	100.00%	100.00%	100.00%	100.00%
	<i>Challenge America</i>	0.00%	0.00%	0.00%	1.45%	0.00%
	<i>Creativity Connects</i>	N/A	27.03%	22.22%	N/A	N/A
	<i>Dance</i>	8.07%	10.84%	9.20%	7.47%	8.38%
	<i>Design</i>	4.84%	4.35%	14.41%	9.90%	10.83%
	<i>Folk & Traditional Arts</i>	15.49%	20.95%	11.40%	17.65%	15.70%
	<i>Literary Arts</i>	0.91%	2.63%	0.00%	8.74%	10.43%
	<i>Local Arts Agencies</i>	1.89%	0.00%	0.00%	0.00%	0.81%
	<i>Media Arts</i>	6.94%	11.56%	9.04%	1.54%	2.27%
	<i>Museums</i>	6.50%	0.79%	6.80%	0.88%	0.95%
	<i>Music</i>	13.60%	6.87%	6.19%	3.47%	1.84%
	<i>Musical Theater</i>	N/A	N/A	4.88%	0.00%	2.04%
	<i>Opera</i>	16.42%	16.67%	12.70%	4.29%	5.31%
	<i>Presenting & Multidisciplinary Works</i>	6.64%	3.38%	10.65%	14.13%	8.36%
	<i>Theater</i>	8.06%	3.26%	3.85%	1.28%	2.82%
	<i>Visual Arts</i>	11.61%	1.39%	12.71%	10.22%	4.79%
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.	\$9,558,359	\$9,110,913	\$8,972,497	\$7,972,615	\$8,622,000

Source: eGMS, FDR

*Creativity Connects was a short-term grant initiative offered during FY 2017 and FY 2018.

**Prior to FY 2018, Musical Theater grant data was reported as a combined category with Theater.

Of the 16 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. Of the disciplines that awarded grants with this intent in FY 2020, Folk & Traditional Arts had the next highest five-year average at 16%. By contrast, Local Arts Agencies and Challenge America funded less than an average of 1% of grants per year with this intent.

From FY 2016 to FY 2020, the Arts Endowment funded a total of over \$44 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 exist in both urban and rural areas. The percentage of opportunities provided in the nation's tracts that are both rural and high poverty can be seen in the following table. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES

Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

Performance Goal 2.2.1 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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.	9.32%	6.42%	6.22%	2.42%	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 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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>	1,700,327	1,737,414	1,028,895	505,640	N/A
	<i>Age Category: Child/Youth</i>	1,409,619	1,075,232	1,168,187	233,534	N/A

Source: FDR

From FY 2016 to FY 2019, almost 5 million adults and 3.9 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 Arts Basic Survey (ABS).

Performance Goal 2.2.1 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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/ABS).	N/A	8.3%	N/A	N/A	9.8%

Source: SPPA/ABS

The percentage of adults participating in at least one arts learning activity during the Arts Endowment's most recent general population survey period was 9.8 % in FY 2020. Note that data for this indicator are collected every two to three years.

Performance Goal 2.2.2

FY 2020 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, as well as the number of K-12 students who acquired knowledge and/or skills in the arts as a result 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	2016	2017	2018	2019	2020
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.	84.07%	79.78%	78.49%	N/A	N/A

Source: FDR

From FY 2016 to FY 2018, 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 averaged over 80%. Due to errors in the FDR data extraction process (discussed earlier in this report), FY 2019 data are not available.

Other Indicators

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	2016	2017	2018	2019	2020
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.	151,258	136,505	101,599	N/A	N/A

Source: FDR

From FY 2016 to FY 2018, a total of over 389,000 K-12 students acquired knowledge and/or skills in the arts as a result of participation in activities supported by the Arts Endowment. Due to errors in the FDR data extraction process (discussed earlier in this report), FY 2019 data are not available.

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 FDRs 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 2020 Performance: Each year, the Arts Endowment supports across a broad geographic spectrum opportunity 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 NEA supports across a broad geographic spectrum opportunity for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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.	6.13%	3.71%	2.72%	3.98%	1.84%

Source: eGMS

From FY 2016 to FY 2020, an average of 3.68% of direct grants per year are awarded by the Arts Endowment with the intent of providing opportunities for the arts to be integrated into the fabric of community life. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

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. Only disciplines with direct grants awarded over these five years are presented in the table below.

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 NEA supports across a broad geographic spectrum opportunity for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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>	12.40%	0.00%	0.00%	7.25%	0.00%
	<i>Dance</i>	0.62%	0.00%	0.00%	0.00%	0.00%
	<i>Design</i>	69.35%	62.32%	54.95%	56.44%	41.67%
	<i>Folk & Traditional Arts</i>	2.11%	0.00%	0.00%	0.00%	0.00%
	<i>Local Arts Agencies</i>	15.09%	3.85%	0.00%	19.30%	4.88%
	<i>Media Arts</i>	1.39%	0.00%	0.00%	0.00%	0.00%
	<i>Museums</i>	1.63%	0.00%	0.00%	0.00%	0.00%
	<i>Music</i>	2.40%	0.38%	0.00%	0.00%	0.00%
	<i>Presenting & Multidisciplinary Works</i>	5.69%	0.00%	0.00%	4.35%	1.09%
	<i>Theater</i>	0.37%	0.00%	0.00%	0.43%	0.00%
	<i>Visual Arts</i>	4.52%	0.00%	0.00%	2.92%	0.53%
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.	\$5,805,902	\$6,307,716	\$4,124,358	\$4,773,000	\$3,823,000

Source: eGMS

The number of individuals these projects engaged varies by fiscal year. Note that counts of individuals are lower after FY 2016 due to the small number of FDRs received to date.

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 NEA supports across a broad geographic spectrum opportunity for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2016	2017	2018	2019	2020
2.3.1.4	The # of individuals who participated in NEA-supported activities that integrated the arts into the fabric of community life.	956,883	130,528	175,423	111,848	N/A

Source: FDR

Performance Goal 2.3.2

FY 2020 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 report 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	2016	2017	2018	2019	2020
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.	84%	56%	19%	N/A	N/A

Source: Our Town FDR

FDRs for Our Town grants awarded between FY 2016 and FY 2018 were assessed using qualitative methods 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. The strongest evidence was found in the FY 2016 grant projects; 84% of projects reported some evidence of economic, social, or physical changes in communities and/or sustained change in how the arts are integrated with local economic and community development.

Across all reported fiscal years, few projects 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. The lower percentages associated with later grant years should not be interpreted as an indicator of weaker performance but as an artifact of the shorter terms of projects that are able to report sooner; percentages are anticipated to increase as more FDRs are received over time.

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 who have been deployed to 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 2020 Performance: As a result of the Strategic Plan, direct grants awarded were monitored for Arts & Health outcomes. This outcome supports access to creative arts therapies and evidence-based programs in the arts and health. This is a new outcome for this strategic plan; no data exists for this performance goal until FY 2019, when this outcome type was systemically identified at the grant award stage. Grant awards are coded to this outcome only if they meet a

rigorous set of criteria including the use of evidence-based programs and/or the utilization of licensed creative arts therapists.

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	2016	2017	2018	2019	2020
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	0.04%	0.03%

Source: eGMS

Other Indicators

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	2016	2017	2018	2019	2020
2.4.1.2	The % of NEA direct grants awarded by artistic discipline with the intent of providing access to creative arts therapies and evidence-based programs in the arts and health					
	<i>Dance</i>	N/A	N/A	N/A	0.00%	0.56%
	<i>Visual Arts</i>	N/A	N/A	N/A	0.73%	0.00%
2.4.1.3	Obligated funds for direct grants awarded by the NEA 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	\$40,000	\$20,000

Source: eGMS

Performance Goal 2.4.2

FY 2020 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 up to FY 2019 reflects the continuing expansion of this program. FY 2020 data for this indicator was significantly impacted by the COVID-19 pandemic, which substantially reduced both the number of service members served and the number of therapeutic encounters between March and July 2020.

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	2016	2017	2018	2019	2020
2.4.2.1	The count of service members served by Creative Forces clinical creative arts therapists	N/A	1,334	3,120	3,792	2,373
2.4.2.2	The count of therapeutic encounters facilitated by Creative Forces clinical creative arts therapists	N/A	6,368	18,151	22,014	12,147

Source: Creative Forces Administrative Records

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 2020 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	2016	2017	2018	2019	2020
3.a	The % of direct grants awarded by the Arts Endowment with the intent of supporting Goal 3.	3.83%	3.87%	4.06%	3.89%	2.77%

Source: eGMS

From FY 2016 to FY 2020, an average of over 3.6% of direct grants per year were awarded by the Arts Endowment with the primary intent of promoting public knowledge and understanding about the contributions of the arts. The percentage of direct grants attributed to Strategic Goal 3 primarily decreased this year due to the increase in the total number of grants due to CARES Act funding and the attribution of all CARES Act grants to Strategic Goal 1.

These direct grants were mainly funded across four disciplines.

Strategic Goal 3: Promote Public Knowledge and Understanding about the Contributions of the Arts						
Indicator Number	Measure	2016	2017	2018	2019	2020
3.b	The % of Arts Endowment direct grants by artistic discipline with the intent of supporting Goal 3.					
	<i>Folk & Traditional Arts</i>	7.04%	10.48%	10.53%	6.72%	4.65%
	<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%	100.00%	100.00%	100.00%	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 2016 through FY 2020 is nearly \$59 million per year. During this time period, more than \$294 million were obligated in direct grants and state and regional partnerships 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. The addition of CARES Act funds in FY 2020 to the FY 2019 partnership agreements is responsible for the increase in FY 2019 funding levels (see indicator 3.c).

Strategic Goal 3: Promote Public Knowledge and Understanding about the Contributions of the Arts						
Indicator Number	Measure	2016	2017	2018	2019	2020
3.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 3.	\$50,964,629	\$52,528,611	\$52,313,340	\$82,500,308	\$55,789,208

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 promoting the general importance of the arts 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--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 2020 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 importance 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	2016	2017	2018	2019	2020
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	100%	100%	100%

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

In FY 2018 through FY 2020, Arts Endowment-related articles appeared in news outlets in all U.S. states and jurisdictions, including the District of Columbia. Likewise, 100% of U.S. states

and jurisdictions interacted with the Arts Endowment through our website and social media. Data for this indicator are unavailable prior to FY 2018.

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	2016	2017	2018	2019	2020
3.1.1.2	The # of Arts Endowment-related articles appearing in news outlets throughout the country	N/A	N/A	5,145	3,430	2,575
3.1.1.3	The # of visitors to the Arts Endowment website from locations within the U.S.	N/A	N/A	1,217,035	1,163,419	1,348,430
3.1.1.4	The # of followers on the various Arts Endowment social media channels	N/A	N/A	247,818	258,664	267,600

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 FY 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.

Performance Goal 3.2.1

FY 2020 Performance: ORA strives for an annual project completion rate of 15% for the research projects on the research agenda. However, given the long timeframes for some studies,

it is anticipated that the completion rate will be lower during the initial years of a five-year research agenda and accelerated during the latter years. 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	2016	2017	2018	2019	2020
3.2.1.1	The % of Arts Endowment Research Agenda projects completed	N/A	9%	18%	45%	68%

Source: Office of Research & Analysis Research Agenda documentation

Because of the long-term nature of planning required for many of these agenda items, ORA is on its way to completing its performance goal by 2021. The office met or surpassed its internal goal of completing 15% of research agenda items in FY 2019 and 2020. It also had launched 94% of research projects on its agenda by the end of September 2020. ORA anticipates exceeding the 75% completion target in FY 2021.

Other Indicators

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 launches 15% of research projects on the agency's five-year research agenda.						
Indicator Number	Measure	2016	2017	2018	2019	2020
3.2.1.2	The % of Arts Endowment Research Agenda projects launched (cumulative)	N/A	18%	77%	90%	94%

Source: Office of Research & Analysis Research Agenda documentation

Performance Goal 3.2.2

FY 2020 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. Due to a procurement delay, data for FY 2020 was not available at the time of reporting.

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	2016	2017	2018	2019	2020
3.2.2.1	The # of Arts Endowment research related articles and/or citations in academic journals specializing in disciplines other than the arts	N/A	N/A	204	150	N/A
3.2.2.2	The # of Arts Endowment research related articles and/or citations in non-academic news outlets	173	123	135	117	129

Source: Academic Literature, News

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 2020 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 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 3.3.1. The Arts Endowment builds and maintains partnerships that promote American art and artists internationally each year.						
Indicator Number	Measure	2016	2017	2018	2019	2020
3.3.1.1	The # of American artists who visit another country with support from the Arts Endowment’s strategic partnerships with other funders	1299	805	1240	1240	996
3.3.1.2	The # of countries visited by American artists with support from the Arts Endowment’s strategic partnerships with other funders	32	37	31	43	40

Source: International Records Program

Performance Goal 3.3.2

FY 2020 Performance: Each year, the Arts Endowment builds and maintains partnerships that bring art and artists from other countries to U.S. audiences. This performance indicator focuses on the number of international artists in residences 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	2016	2017	2018	2019	2020
3.3.2.1	The number of international artists in residences across the nation with support from the Arts Endowment’s strategic partnerships with other funders	258	253	35	36	85

Source: International Records Program

From FY 2016 to FY 2020, a total of 667 international artist residencies across the nation have been supported by the Arts Endowment’s strategic partnerships with other funders. The reduction in numbers beginning in FY 2018 reflects the sunset of the Southern Exposure: Performing Arts of Latin America program.

Performance Goal 3.3.3

FY 2020 Performance: When providing opportunities for the international exchange of artists, artworks, and arts activities, the Arts Endowment aims for 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 long-term impacts of these activities on their careers. A contract was concluded in FY 2020 to produce a survey instrument, plan for administration, prepare related Paperwork Reduction Act (PRA) clearance package, and conduct pilot-testing of the instrument. At the end of FY 2020, the Paperwork Reduction Act clearance package was under review at the Office of Management & Budget. Paperwork Reduction Act clearance was received in December 2020, and the agency anticipates the first deployment of the instrument to be during spring 2021. Since data collection has not begun, no data are reported for FY 2020.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.						
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.						
Indicator Number	Measure	2016	2017	2018	2019	2020
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 Experiences survey 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 2020 Performance: The agency has received an annual unmodified (“clean”) financial-statements audit opinion for the last 15 years, including for FY 2020. 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	2016	2017	2018	2019	2020
4.1.1.1	Annual receipt of an unmodified audit opinion	unmodified	unmodified	unmodified	unmodified	unmodified

Source: Arts Endowment’s Annual Financial Reports (<https://www.arts.gov/sites/default/files/NEA-FY2020-Agency-Financial-Report.pdf>)

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.

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	2016	2017	2018	2019	2020
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	97%	N/A	99%	Certified*

Source: Internal Agency DATA Act Reports

*In FY 2020, the agency stopped reporting the percentage accuracy of data submitted to USASpending.gov due to the CARES Act. The previous measure had a narrower data scope and represented data comparison with source systems that do not contain all the data required by the CARES Act. CARES Act data reporting, which is implemented and incorporated into DATA Act reporting, includes comprehensive award data. The data are identified as either “certified” (or accurate) or not. Certification means the agency assures the accuracy of the data and compliance with DATA Act reporting rules with no technical errors.

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 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 2020 Performance: Annually, including in FY 2020, 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 year 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	2016	2017	2018	2019	2020
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

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 (FEVS), which identifies specific areas as needing improvement.

FY 2020 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. Data from the FY 2020 Federal Employee Viewpoint Survey had not yet been received by the agency at the time of reporting.

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	2016	2017	2018	2019	2020
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."	95.20%	97.94%	87.90%	94.73%	
	Reported a positive response to the statement "I know how my work relates to the agency's goal and priorities."	96.00%	98.10%	97.50%	96.49%	
	Reported a positive response to the statement "I am held accountable for achieving results."	95.00%	94.53%	92.20%	89.67%	
	Reported a positive response to the statement "I am constantly looking for ways to do my job better."	94.30%	92.63%	89.10%	93.03%	
	Employee satisfaction and commitment score	86.30%	76.45%	71.30%	79.45%	
	Average positive response score of leadership/supervision.	85.50%	82.65%	72.00%	73.36%	

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 slight uptick across categories in 2019.

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 2020 Performance: The Arts Endowment recruits and engages citizens as panelists from each state and the District of Columbia each year, including in FY 2020. 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	2016	2017	2018	2019	2020
4.4.1.1	The % of states, including the District of Columbia, represented by individuals serving on Arts Endowment panels	98.04%	96.08%	100.00%	100.00%	100.00%

Source: Panelist Records/OGPO

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 2017 shows that more than 40% of arts activities sponsored by Arts Endowment grants are held in Census tracts where 20% 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 2020 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 of CCO 1.1.2 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 CCO 1.1.2 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	2016	2017	2018	2019	2020
CCO 1.1.1	The geographic distribution of applications received, grants awarded, and project activity locations					
	<i>Applications Received</i>	4,061	4,542	3,909	3,853	6,914
	<i>Grants Awarded</i>	2,345	2,394	2,237	2,285	3,250
	<i>% of Applications from Urban Areas</i>	92.5%	93.0%	92.5%	92.8%	93.0%
	<i>% of Grants in Urban Areas</i>	93.5%	93.2%	92.7%	93.2%	92.0%
	<i>% of Applications in Rural Areas</i>	7.5%	7.0%	7.5%	7.2%	7.0%
	<i>% of Grants in Rural Areas</i>	6.5%	6.8%	7.3%	6.8%	8.0%
	<i>Project Activity Locations</i>	25,300	23,770	26,493	11,482	N/A
	<i>% of Project Activity Locations in Urban Areas</i>	87.3%	88.8%	87.7%	89.2%	N/A
	<i>% of Project Activity Locations in Rural Areas</i>	12.7%	11.2%	12.3%	10.8%	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.										
	2016		2017		2018		2019		2020	
Rural/Urban Continuum	NEA Activities	% Population in Location	NEA Activities	% Population in Location	NEA Activities	% Population in Location	NEA Activities	% Population in Location	NEA Activities	% Population in Location
	(n=25,300)	(326.3M)	(n=23,770)	(328.3M)	(n=26,493)	(329.9M)	(n=11,482)	(331.4M)	(n=N/A)	(N/A)
1. Non-metro, rural areas	12.70%	13.95%	11.25%	13.86%	12.32%	13.80%	10.79%	13.73%	N/A	N/A
2. Metro, urban areas	87.30%	86.05%	88.75%	86.14%	87.68%	86.20%	89.21%	86.27%	N/A	N/A
3. Metro pop < 250K	8.68%	8.93%	7.41%	8.98%	8.55%	8.98%	5.60%	8.89%	N/A	N/A
4. Metro pop >= 250 K but < 1M	16.90%	21.24%	16.11%	21.20%	14.26%	21.22%	14.71%	21.34%	N/A	N/A
5. Metro pop >= 1M but < 4.6M	22.03%	26.31%	23.90%	25.65%	23.63%	25.71%	25.31%	26.52%	N/A	N/A
6. Metro pop >= 4.6M	39.69%	29.57%	41.33%	30.31%	41.24%	30.29%	43.59%	29.52%	N/A	N/A

Source: FDR
2019 Population Estimates, U.S. Census Bureau

The above CCO 1.1.1 table shows that each year, the percentage of grants awarded to organizations in rural versus 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 2019 Arts Endowment-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.

CCO Performance Goal 1.2

FY 2020 Performance: Each year, the Arts Endowment strives to award direct grants in every congressional district. The percentages, by fiscal year, 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	2016	2017	2018	2019	2020
CCO 1.2.1	The % of congressional districts receiving an Arts Endowment direct grant	99.80%	100.00%	99.80%	100.00%	100.00%

Source: eGMS

CCO Performance Goal 1.3

FY 2020 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	2016	2017	2018	2019	2020
CCO 1.3.1	The % of Arts Endowment direct grant awards that engage underserved populations	32.47%	30.83%	34.54%	21.53%	N/A

Source: FDR

MANAGEMENT PRIORITY

The Arts Endowment identified one major management priority for FY 2018-20 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	Arts Endowment 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 concluded its work in Q4 FY 2019 supporting the development of a new agency-defined forms module for the eGMS. • A full-scale pilot test of the agency’s FY 2020 grant reports was launched in Q2 FY 2020. • New work began in Q1 FY2020 to adapt an existing eGMS feature to collect geographic activity data at the final report stage; work was delayed by the National Endowment for the Humanities due to other priority information technology tasks related to the CARES Act.

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 2020 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 agency's role in effecting changes to the nation's cultural infrastructure. Specific studies concluded during the past fiscal year include:

- *Arts and Research Partnerships in Practice*. This report summarizes proceedings from a June 2019 gathering of 12 NEA Research Labs at the National Endowment for the Arts. It identifies challenges and opportunities for collaborative, transdisciplinary research projects in the arts.
- *Creativity and Persistence: Art that Fueled the Fight for Women's Suffrage*. The Arts Endowment published this book as part of the centennial celebration of passage of the 19th amendment. The book commemorates how the arts were used to change the image of women in America and illustrate the importance of their full participation in society and politics. Throughout the long and arduous path, the depiction of women and the different perspectives of their roles in society and politics were displayed through literature, poetry, fashion, sculpture, illustrations, posters and, near the end of the battle to secure passage of the defining amendment, sharply acidic and intentionally divisive cartoons.
- *Envisioning the Future of Theater for Young Audiences*. This report detailed the challenges and opportunities faced by theaters in America focused on programming for young audiences. The report was compiled from a 2019 convening held in partnership with the service organizations Theatre for Young Audiences/USA and Theatre Communications Group at which leaders in the field broke down the challenges of their unique business model and the potential for growth and long-term sustainability.
- *State Data Infrastructure Project for Arts Education*. During FY 2020, the National Endowment for the Arts continued to work with the Education Commission of the States (ECS) on this capacity building project. As part of this cooperative agreement, ECS released several resources for state education agencies during FY 2020, including Data Lessons and Resources for the Arts Education Field, case studies on how states have used education data to improve access and participation in arts education, and an *Art Education Data toolkit*.

Goal 2

Through this goal, the Arts Endowment 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 improvement of national programs and initiatives or assess the effectiveness of current grant-making activities. Specific research and evaluation studies that have been done include:

- *Arts Education Collective Impact Program Design and Measurement Model.* 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. This work concluded in FY 2020. The updated [Arts Education Collective Impact grant guidelines](#) featuring the new logic model were posted to the agency website in early FY 2021.
- *Creative Forces Clinical Research.* 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 research-practice partnerships as well as a cooperative agreement with the Creative Arts Therapies PhD program at Drexel University in Philadelphia, several research studies have been completed and more are underway. The [Creative Forces Clinical Research and Scholarly Manuscripts Inventory](#) lists and links to all the completed, current, and pending research and clinical practice papers associated with Creative Forces. 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. This includes a considerable effort to establish a theoretical foundation for Creative Forces research activities through development of conceptual frameworks for art therapy, music therapy, and dance-movement therapy, as well as recommendations for applications of therapeutic writing interventions. In concert with these efforts, standardization of clinical operations is underway, as is planning for the launch of feasibility studies in 2021 related to art therapy and music therapy, and expansion of funding mechanisms. Establishment of the [National Resource Center \(NRC\)](#) in FY 2020 provides the ability to share best practices, research, content, and insights from the Creative Forces initiative.
- *Line by Line: Transforming Student Lives and Learning with the Art of Poetry.* This [report](#) presents findings from an evaluation of Poetry Out Loud, a national arts education program supported by the National Endowment for the Arts, the Poetry Foundation, and state and jurisdictional arts agencies. The Poetry Foundation co-funded the study.

Goal 3

The Arts Endowment 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 Arts Endowment through its Research Grants in the Arts program, which offers grants for research examining the value and impact of the arts. The Arts Endowment's Research Labs program supports transdisciplinary research teams, grounded in the social and behavioral sciences. Through both programs, the Arts Endowment invites researchers and arts organizations to engage with the agency's [five-year research agenda](#). Studies pursuing this agenda are also undertaken directly by Arts Endowment staff and contractors. In 2020, completed research products by the Arts Endowment include:

- *Arts Strategies for Addressing the Opioid Crisis: Examining the Evidence*. Prompted by the nation's opioid crisis, this [report](#) reviews and analyzes 20 years of evidence about the arts' use in pain management and in treatment of substance abuse disorders; it also highlights promising arts-based strategies in these practice areas.
- *The Effects of Ticket Pricing on Arts Attendance Patterns: An Economics Literature Review (2000-2018)*. This [research paper](#) distills economics research, spanning nearly two decades, about the relationship between ticket pricing and public demand for visual and performing arts events.
- *Why We Engage: Attending, Creating, and Performing Art*. This [report](#) analyzes data from the 2017 Survey of Public and Participation in the Arts and the 2016 General Social Survey to identify common motivations and barriers for adults in deciding whether to participate in arts activities.
- *How Do We Read? Let's Count the Ways?* This [report](#) uses data from the 2017 Survey of Public Participation in the Arts to characterize and compare adults who read books in print only, who read books electronically, and who listen to audiobooks.
- *U.S. Patterns of Arts Participation: A Full Report from the Survey of Public Participation in the Arts*. This [report](#) provides detailed statistics on adults' patterns of arts participation, based on the 2017 Survey of Public Participation in the Arts.
- National and state-level findings from the U.S. Arts and Cultural Production Satellite Account, a product of a research and data partnership between the Arts Endowment and the Bureau of Economic Analysis. A [summary research report](#) of the national findings is available, along with a set of "creative economy state profiles" developed in partnership with the National Assembly of State Arts Agencies.
- "Creating, Practicing, and Performing Art in the U.S.: Demographic and Urban/Rural Differences." A [research brief](#) based on the 2018 Arts Basic Survey is available, along with data tables, preliminary results from a national survey of creativity, and other materials.
- *Benefits of International Experiences for Artists*. Work concluded in FY 2020 on the development of a survey to examine the impacts of international experiences on the careers of U.S. artists receiving USArtists International grants supported by the Arts Endowment. The goal is to develop a richer understanding of the program's short- and

long-term impacts on artists' careers. The survey will be administered annually as part of the agency's performance measurement beginning in FY 2021.

Goal 4

The Arts Endowment rigorously reviews its management functions. With respect to financial management, the Arts Endowment'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 Arts Endowment 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 Arts Endowment mission, and commitment to personal accountability. Surveys of panelists participating in reviews of funding applications provide information used to improve the peer review process.