

National Endowment for the Arts—Arts Education Collective Impact Grants

as of June 2019

Alabama Alliance for Arts Education

FY 2015 \$50,000

Montgomery, AL

To support a collective impact project to develop a Statewide Comprehensive Arts Education Plan. Alabama Alliance for Arts Education and the Alabama State Council on the Arts will lead a collective impact project through communication, quarterly meetings, coordination of a leadership team, collection of statewide data on the status of arts education, and development of a shared agenda with measurable goals. The leadership team comprising diverse stakeholders was formed in 2013 as a direct result of Alabama's participation in the National Endowment for the Arts' Education Leaders Institute (ELI).

Alameda County Office of Education (aka ACOE)

FY 2019 \$50,000

Hayward, CA

To support the Alliance for Arts Learning Leadership's collective impact project, an initiative that will increase learning in and through the arts for students in Alameda County and surrounding counties. The Alliance was founded to address the lack of arts education resources in public schools. Members of the Alliance include the Alameda County Arts Commission, KQED, Cal Performances, San Francisco Opera, Teaching Artist Guild, California State University East Bay, and multiple school districts. After conducting a year-long listening campaign and working with a consultant, collaborating partners have embraced the collective impact model and created a five-year Community Plan to ensure that public school students are engaged in creative and active learning and have increased access to the arts in their community. During this project period, leaders will participate in roundtable meetings and trainings to learn to use data for decision making and establish shared metrics and benchmarks to evaluate their work on the Community Plan. Participating in the Teaching Artist Guild Arts Mapping Project will help the Alliance to collect and fully utilize data by illustrating the inequities of arts offerings in communities. Workshops will be held for community partners and funders to report on the progress of the Community Plan.

Alameda County Office of Education (aka ACOE)

FY 2018 \$50,000

Hayward, CA

To support the Alliance for Arts Learning Leadership's collective impact project, an initiative that will increase learning in and through the arts for students in Alameda County and surrounding counties. Collaborating partners will refine a community plan to ensure that public school students are engaged in creative and active learning and have increased access to the arts in their community. Leaders will participate in roundtable meetings as well as coaching sessions with a collective impact consultant to use data for decision making and establish shared metrics and benchmarks to evaluate their work.

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Alameda County Office of Education (aka ACOE)

FY 2017 \$50,000

Hayward, CA

To support Inspiring Creative Communities, a collective impact project. The Alliance for Arts Learning Leadership, a collaborative of arts and education agencies and community partners in seven counties in the San Francisco Bay Area, will develop and share best strategies for arts education, expand data collection and analysis, and propose that Title I funds be allocated for the arts through the California state Local Control Accountability Plan. The Alliance for Arts Learning Leadership also will work with a coach to move a system from incremental change thinking to transformational change thinking.

Alameda County Office of Education

FY 2016 \$50,000

Hayward, CA

To support the Alliance for Arts Learning's collective impact project. Collaborating partners will refine their vision and governance to align with changes in California statewide public policy for shared accountability with county offices of education and local school districts, expand mutual activities including bridging in-school and out-of-school arts programs, and develop shared measurement and data collection. Since 1999, the Alliance for Arts Learning has brought together leaders from diverse organizations for the arts, public education, philanthropy, local governments, institutions of higher education and business to establish integrative arts learning as essential to public education through strategic partnerships and professional development.

Americans for the Arts, Inc.

FY 2017 \$100,000

Washington, DC

To support a collective impact project, the State Policy Pilot Initiative. A report of findings from a three year study that began in 2014 will be published to inform state and local-level decision making and coalition building along with online videos, sample policy briefs, and guidelines for evaluation. These tools and resources also will be presented at conferences and symposiums across the country. The coalition of partners will include the Arts Education Partnership (AEP), the Education Commission of the States (ECS), the Kennedy Center Alliance for Arts Education Network (KCAEEN), and the National Assembly of State Arts Agencies (NASAA). Additional collaborators will include the National Association of State Boards of Education (NASBE), the State Education Agencies Directors of Arts Education (SEADAE), the State Arts Action Network (SAAN), the United States Urban Arts Federation (USUAF, as well as state chapters of each of the discipline-specific national associations and other state-level organizations.

Arts Council of Indianapolis

FY 2018 \$50,000

Indianapolis, IN

To support IndyArts Education, a collective impact initiative connecting schools with arts organizations to ensure equitable access to arts education for students in Indianapolis. Based on goals established in the Indianapolis Public Schools 2016 Arts Education plan, students in kindergarten through eighth grade will receive dance and theater instruction from long-term partnerships with arts organizations; fine arts teachers will receive professional development in arts integration; and schools will participate in arts-

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related field trips and Arts Education Week events. Building on an existing mapping tool created through the Kennedy Center's Any Given Child program, IndyArts Education will track arts access data for each participating school and develop new tools to identify gaps in weekly arts instruction. Data will be made available to the public and thereby help to increase awareness for equity in arts access for students. Project partners include Indianapolis Public Schools, the John F. Kennedy Center for the Performing Arts, Kids Dance Outreach, Young Actors Theatre, and Indianapolis University-Purdue University, Indianapolis.

Arts Every Day, Inc.

FY 2019 \$100,000

Baltimore, MD

To support the implementation of the Baltimore City Public Schools (BCPS) Strategic Arts Plan developed through the Baltimore Arts Education Initiative, an ongoing collective impact project. With a goal of every BCPS school providing sequential arts instruction taught by a certified arts teacher, Arts Every Day will work with partners to implement changes to the school budgeting process for arts education, provide guidance to schools in hiring arts instructors, and conduct professional learning programs for arts teachers and principals. The team also will manage the development of arts curriculum, implement a common quality framework for arts partners, and collect and disseminate annual arts education data.

Arts Every Day, Inc.

FY 2017 \$50,000

Baltimore, MD

To support Baltimore Arts Equity Initiative (BAEI), a collective impact project to develop infrastructure and an implementation approach for arts education in Baltimore City Public Schools. Arts Every Day will engage key stakeholders, including Baltimore Arts Education Coalition, Arts Education in Maryland Schools, Maryland State Department of Education, Maryland Out of School Time, Family League of Baltimore, Baltimore Neighborhood Indicators Alliance, and T. Rowe Price Foundation to support and expand upon Baltimore City Public Schools' Fine Arts Plan. In the first year, the project's leadership team and committees will research local and national collective impact arts education models, assess needs, define shared goals and indicators, and connect the BAEI plan to citywide cultural planning processes. In the second year of the project, BAEI will pilot an arts-rich program in several schools, collect data, leverage new and existing resources, adopt and implement district policies that meet state arts education standards, and produce and present a State of the Arts progress report. The majority of students in Baltimore City Schools are eligible for free or reduced lunch, an indicator of poverty.

Austin Independent School District

FY 2019 \$50,000

Austin, TX

To support the collective impact project Breaking Down Barriers: Sustaining Creative Learning Campuses as part of the Creative Learning Initiative in Austin. The Creative Learning Initiative seeks to provide a quality arts-rich education for every child in AISD, and professional development and ongoing support for teachers in arts-based instructional strategies. AISD, the City of Austin, MINDPOP, local artists, businesses, and philanthropic organizations have created a ten-year plan to ensure every child benefits from creative learning, and the City Council has included goals of the Creative Learning Initiative in its 30-year comprehensive plan. The initiative has supported AISD campuses to increase their capacity to become arts-rich schools, and now many campuses are creating campus-specific sustainability plans. To maintain quality implementation on these campuses, lead partners will collaborate to train teachers in

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arts-based instruction, offer individualized coaching to campus leaders, provide resources and handbooks to guide planning and decision-making, and conduct leadership institutes and learning exchanges.

Austin Independent School District (aka AISD)

FY 2017 \$100,000

Austin, TX

To support the collective impact project Breaking Down Barriers: Sustaining Creative Learning Campuses in Austin. Creative Learning Initiative seeks to provide a quality arts-rich education for each and every child in AISD and professional development and ongoing support for teachers in arts-based instructional strategies. The collaboration of AISD, the City of Austin, MINDPOP, local artists, businesses, and philanthropic organizations has supported AISD campuses in the completion of foundational phases to increase their capacity to become arts-rich schools. This project will facilitate the transition of campuses to their sustaining phases by offering individualized coaching to campus leaders, support for the creation of campus-specific sustainability plans, and resources and handbooks to guide planning and decision-making, as well as a Leadership Institute and follow-up Learning Exchanges.

Austin Independent School District

FY 2016 \$100,000

Austin, TX

To support the Creative Learning Initiative (CLI), a collective impact project for the Austin Independent School District. Teams from elementary, middle, and high school feeder systems will receive professional development, individual team coaching, and follow-up exchanges for teachers and principals who work to implement and sustain the CLI method and support collective impact data. In its fourth year since implementation, CLI is active in forty-four schools, reaches 800 teachers, and employs 4 trained and specially qualified coaches, all of whom were former teachers. Leaders from AISD, arts organizations, city government, higher education, business and philanthropy have created a ten-year plan to ensure every child benefits from creative learning.

Austin Independent School District

FY 2015 \$79,991

Austin, TX

To support the Creative Learning Initiative. The initiative is a collective impact project in Austin that networks education, government, arts, business, and philanthropy to provide what every child should learn in arts-rich schools. Leaders from education, government, arts, business, and philanthropy collectively have developed a methodical, districtwide ten-year plan, the Creative Learning Initiative (CLI), to transform the community through arts education. During this project period, schools will assume more independent leadership in the implementation of creative learning. Schools will be supported with training to deliver arts-based instruction, design and implement individualized learning plans, map the gaps, and activate solutions in neighborhoods to address equity and access to arts education.

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Berea College

FY 2018 \$50,000

Berea, KY

To support an arts education collective impact project in rural southeastern Kentucky. As part of a regional strategy to improve access to arts education for students, a group of cross-sector partner organizations, led by Berea College, will collaborate with regional teaching artists, arts educators, and students across several counties that include Kentucky Promise Zone communities. Students and educators will participate in regional arts summits, and teaching artists will conduct multidisciplinary arts residencies featuring art and cultural traditions from the Appalachian region. Summit and residency participants will contribute to a communications campaign to raise awareness about the importance of arts education, and program evaluation will measure student and educator engagement. Partners will include organizations such as Kentucky Arts Council, Kentucky Education Television, and Kentucky Highlands Investment Corporation.

Berea College

FY 2016 \$50,000

Berea, KY

To support a collective impact project in the rural Southeastern Kentucky Promise Zone. A core group of partners led by Berea College will develop a plan to ensure all students within the Promise Zone acquire arts knowledge and skills. Building on existing cultural asset mapping in Appalachia, Berea College and its partners will expand this mapping to include more in-depth information about arts and education assets. School and community representatives will develop a comprehensive approach with a shared vision to improving arts education, which will include the voices of students, teachers, administrators, and artists. Together, they will develop a strategic plan that will include procedures for program implementation, operation, and accountability, professional development, curriculum development, and artist residencies.

Big Thought

FY2019 \$100,000

Dallas, TX

To support Dallas City of Learning (DCOL), a collective impact project. In partnership with the City of Dallas, Dallas Independent School District, and the Southern Methodist University Center on Research and Evaluation, Big Thought will provide both in-person and online creative educational experiences for students across Dallas during the summer, with a focus on underserved neighborhoods. Piloted in 2014, Dallas was one of the initial Cities of Learning projects supported by the MacArthur Foundation to provide innovative opportunities for youth to follow their creative interests. By providing access to live and digital experiences and engaging students in creative learning, one goal of DCOL is to stem the tide of summer learning loss and connect students to healthy learning opportunities during the summer. Within this project period, DCOL will expand to reach more students through summer programming, analyze data collected to identify neighborhoods in need of additional programs, engage community leaders in expansion neighborhoods, develop additional online content supported by partners, and invest in ongoing digital learning including awarding digital badges, a shareable digital credential for students who acquire new skills.

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Big Thought (formerly Young Audiences of Greater Dallas)

FY 2017 \$100,000

Dallas, TX

To support Dallas City of Learning, a collective impact project. In partnership with the City of Dallas, Dallas Independent School District, and Southern Methodist University Center on Research and Evaluation, Big Thought will provide both in-person and Internet-based creative educational experiences for students across Dallas during summer months, with a special outreach to those who live in underserved neighborhoods. Dallas was one of the initial City of Learning projects to experiment in visionary systems of peers and mentors that provide innovative opportunities for youth to follow their interests including video making, fashion design, poetry, robotics, and computer coding. Each participating city awards digital badges, a shareable digital credential, to students who acquire new skills.

Big Thought

FY 2015 \$100,000

Dallas, TX

To support Dallas City of Learning. A collective impact project of city agencies and community partners, the project's goal is to make imagination a part of everyday student learning. The Dallas City of Learning project will increase access to quality out of school time arts programs. Through a network of educational experiences provided by city agencies, community partners, museums, and other arts education providers, students will be guided through an arts learning pathway of sequential, skill-building experiences. Student accomplishments will be recognized through digital badges, digital resumes documenting their advancements and interests to use when applying for college, scholarships, and employment. The impact of the program will be measured through a longitudinal study.

Boston Public Schools

FY 2015 \$100,000

Boston, MA

To support a collective impact project to sustain and deepen the work of the Boston Public Schools Arts Expansion Initiative in high schools. The project will increase the number of graduates who meet Massachusetts Common Core Standards in art and build a foundation for further developing the effort in targeted schools. Schools, teaching artists, and partners will engage in professional development and provide new arts classes while partners in the community will secure financial support, track and analyze outcomes, and plan how to reach all Boston Public School students.

California Alliance for Arts Education

FY 2019 \$100,000

Pasadena, CA

To support CREATE CA, an ongoing statewide coalition for collective impact in arts education in California schools. Guided by the Create CA Leadership Council, the coalition will work to restore high-quality, equitable arts education to students in K-12 California public schools by hosting webinars, holding statewide and local convenings of partners, promoting the importance of arts education for California's schools, and managing the existing Arts Education Data Project, an online tool that provides school-level, district, county, and statewide data about where arts education is offered.

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California Alliance for Arts Education

FY 2018 \$100,000

Pasadena, CA

To support CREATE CA, a statewide coalition for collective impact in arts education in California schools. Guided by the Create CA Leadership Council, the coalition will restore high-quality, equitable arts education to students in K-12 California Public Schools. The Alliance will host webinars, hold statewide and local convenings of partners, plan action to address fieldwide issues such as increasing arts access to rural communities, and promote the importance of arts education for California's schools. The existing Arts Education Data Project, an online tool that provides school-level, district, county and statewide data about where arts education is offered, will expand to include more data and year-by-year comparisons. The leadership council consists of five permanent members representing the California Department of Education, California Arts Council, California County Superintendents Education Service Association, California State PTA, and the California Alliance for Arts Education.

California Alliance for Arts Education (aka CAAE)

FY 2017 \$100,000

Pasadena, CA

To support Create CA, a coalition for collective impact in arts education. A coalition including the California Department of *Education*, the California Arts Council, the California County Superintendents Education Service Association, the California State PTA and the California Alliance for Arts Education will collect, evaluate, and report on data about equity and access to arts education. The coalition also will hold statewide convenings, strengthen partnerships, and implement strategies to restore high quality, standards-based arts education to public schools in California.

California Alliance for Arts Education

FY 2015 \$100,000

Pasadena, CA

To support CREATE CA, a coalition for collective impact in arts education in California schools. The alliance will build organizational capacity, hold a large statewide convening of partners, plan action to address field wide issues, and promote the importance of arts education for California's schools and the state. CREATE CA is a coalition of five organizations, the California Department of Education, the California Arts Council (CAC), the California PTA, the California County Superintendents Educational Services Association (CCSESA), and the California Alliance for Arts Education (CAAE). The coalition's efforts will build upon foundational work completed by California's team to the 2011 National Endowment for the Arts Education Leaders Institute (ELI) and gather baseline data for the creation of the Arts Education Data Project.

Cathedral Arts Project Inc.

FY 2018 \$100,000

Jacksonville, FL

To support a collective impact project for arts education in Duval County Public Schools (DCPS) in Florida. Building on the momentum of collective impact work that began in 2013 through the John F. Kennedy Center's Any Given Child initiative in Jacksonville, Florida, Cathedral Arts Project (CAP) will work with a collaborative of cross-sector organizations to collect and analyze current data about access and quality in arts learning. This research will be used to inform district policy to ensure every child in Duval

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County's public schools has access to a quality arts education. CAP will work with Chicago-based Ingenuity, Inc., an organization that administers and publishes an extensive survey, analysis, and report about arts education in Chicago Public Schools, to conduct a similar analysis and create a report and rating system for all K-8 DCPS schools. In addition to documenting and bolstering the Any Given Child Jacksonville initiative, this partnership will provide a template for how to customize and replicate this work in other school districts across the country. Project partners will include the Cultural Council of Greater Jacksonville, the John F. Kennedy Center for the Performing Arts, and Jacksonville Public Education Fund.

Cathedral Arts Project Inc.

FY 2015 \$100,000

Jacksonville, FL

To support Any Given Child Jacksonville. A two-year collective impact project, the partnership will communicate the importance of arts education to families, educators, policymakers, students, and business leaders through a concerted communications plan. Cathedral Arts Project will mobilize the community to secure financial support for sequential instruction in the visual and performing arts for Duval County Public Schools. It also will provide sequential in-school and after-school programs in dance, theater, music, and visual arts for students, and professional development for school faculty, administrators, and community partner organizations. Cathedral Arts Project will coordinate a cross sector steering committee that includes the school district, the Cultural Council of Greater Jacksonville, local museums and performing arts organizations, universities, foundations, health service organizations, businesses, the Office of the Mayor of Jacksonville, and representatives from the Kennedy Center.

Count Basie Theatre, Inc.

FY 2018 \$100,000

Red Bank, NJ

To support an emerging collective impact initiative that will increase access to the arts for students in central New Jersey. Collaborating partner organizations, including arts organizations, local and state agencies, and school districts, have developed the initiative's mission and goals and produced a strategic plan for the pilot phase, with the goal to create arts-rich schools and communities. Selected partner schools will develop arts plans which will include a school-wide audit of current programming and arts goals for the pilot year. Teaching artists will train classroom teachers in creative teaching strategies, and students and teachers will participate in artist residencies. Project leaders will work with a consultant to review data collected throughout the project, assess the project, and create resource materials. The initiative will serve Monmouth and Ocean counties in New Jersey.

County of Los Angeles, California

FY 2019 \$60,000

Los Angeles, CA

To support the ongoing collective impact work of the Los Angeles County Arts Education Collective. As the backbone support organization, the Los Angeles County Arts Commission will host and co-host convenings that will facilitate dialogue and foster coordinated efforts to implement a newly adopted Los Angeles County Regional Plan for Arts Education. The plan will benefit hundreds of partners in the Los Angeles County Arts Education Collective, which is dedicated to ensuring all students receive quality arts instruction.

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County of Los Angeles, California

FY 2018 \$100,000

Los Angeles, CA

To support the Los Angeles County Arts Education Collective (formerly Arts for All) collective impact work in arts education. As the backbone support organization, the Los Angeles County Arts Commission will host and co-host in-person convenings, augmented by online collaboration, to facilitate dialogue and foster coordinated efforts to strengthen arts education among hundreds of partners in the Los Angeles County Arts Education Collective. Participants will include more than 900 leaders and practitioners from school districts and nonprofit organizations as well as teaching artists, parents, and philanthropists who share the common goal that all public school students in Los Angeles County receive quality arts instruction as a core part of a well-rounded education. Convenings will include meetings, forums, and workshops that will focus on an array of topics, such as articulating arts education strategies in schools and using technology to integrate arts into the classroom. Project partners will include the Los Angeles County Office of Education, Arts for Incarcerated Youth Network, Teaching Artist Guild, and Aging and Community Services, among others.

County of Los Angeles, California (On behalf of Los Angeles County Arts Commission)

FY 2017 \$100,000

Los Angeles, CA

To support Arts for All's Arts Education Profile. This collective impact project will coordinate efforts by the Los Angeles Unified School District and the California Department of Education to analyze data that measures the quantity, quality, equity, and other indicators of the status of arts education for students in Los Angeles County's school districts. To identify areas of need and ways to better align efforts, data will be analyzed and reports will be generated by California-based research firm Harder+Company working in partnership with the National Opinion Research Center at the University of Chicago.

DC Arts and Humanities Education Collaborative, Inc. (aka DC Collaborative)

FY 2016 \$100,000

Washington, D.C.

To support an emerging collective impact initiative to advance access to high-quality arts programming for children in the District of Columbia. DC Collaborative formed the Arts and Humanities Education Collective Impact Group with DC Public Schools, DC Commission on the Arts and Humanities, and the John F. Kennedy Center for the Performing Arts. The District of Columbia was accepted to participate in the Kennedy Center's Any Given Child (AGC) program, and serving as the backbone organization, the Collaborative launched the Ensuring the Arts for Any Given Child DC. A Creative Arts Team working group will convene during a strategic planning process, and individuals in the school system and arts organizations will be surveyed to collect data and identify gaps in arts education programming in the community. Data will be analyzed and an action plan developed with the help of an Any Given Child facilitator.

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EdVestors

FY 2019 \$100,000

Boston, MA

To support the Boston Public Schools Arts Expansion, an ongoing collective impact effort serving students across Boston Public Schools. EdVestors will work to increase the frequency and quality of arts instruction in Boston. Project activities will include meetings and convenings, professional development for teachers, and data collection and analysis to support the implementation of the School Arts Index, which provides data to track arts instruction across BPS.

Fresno County Office of Education

FY 2016 \$99,500

Fresno, CA

To support Any Given Child, Fresno County, a collective impact project for rural school districts. Local communities receive the strategic planning necessary to build and grow arts education by collaborating with existing resources to ensure equity and access for all students. Based on the John F. Kennedy Center for the Performing Arts' Any Given Child model, the Fresno County Office of Education leads the initiative, facilitates meetings, and coordinates development of materials. Community Arts Teams comprise diverse representatives from local government, colleges, arts organizations, advocacy organizations, and businesses that are selected based on the categories identified by the Kennedy Center for leadership in arts education. School districts that will participate in the Any Given Child initiative will be selected when they commit resources and information to the planning process. Any Given Child, Fresno County, will focus on poor, rural districts that are underserved by arts institutions.

Houston Arts Alliance

FY2019 \$50,000

Houston, TX

To support data collection and analysis for a collective impact project that aims to increase access to arts education for students across Houston Independent School District. Working with Chicago-based Ingenuity Incorporated, HAA will partner with the school district, funders, and arts organizations across the region to create a data collection system to track student access to arts education. Partners will track the reach and depth of schools' arts offerings, with an aim to provide high-quality arts education to students.

Ingenuity Incorporated Chicago

FY2019 \$100,000

Chicago, IL

To support a collective impact project for the continued implementation and coordination of the Chicago Public Schools (CPS) Arts Education Plan. The goal of the Arts Education Plan is to ensure that every CPS student has the opportunity to experience the benefits of high-quality arts education in their lives. Ingenuity recently released their updated public data website, the Artlook map, a tool used by schools and organizations to coordinate delivery of arts education to schools. During this project period, the Artlook map will be further refined based on user feedback, including adding new data points and a resource board for schools and arts partners to post materials to share. The website will help identify gaps in arts instruction for individual schools and help find suitable organizational partners to fill those gaps. Ingenuity also will release its sixth annual State of the Arts in Chicago Public Schools report,

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examining longitudinal trends in arts education and highlighting new opportunities for expanded access to arts education. In addition, free professional learning opportunities will be available for schools and arts organizations. Finally, the partners will continue to refine the Arts Partner Quality Standards of Practice, a set of tools and resources to assist partners in planning and implementing high quality programs.

Ingenuity Incorporated Chicago (aka Ingenuity)

FY 2018 \$100,000

Chicago, IL

To support a collective impact project for the continued implementation and coordination of the Chicago Public Schools Arts Education Plan. Updates will be made to Ingenuity's public data website, the Artlook map, a tool used by schools and organizations to coordinate delivery of arts education to schools. The data infrastructure of the website will be streamlined, combining multiple data systems into a single system in order to identify gaps in arts instruction for individual schools and help find organizational partners who are best suited to fill those gaps. Ingenuity also will release its fifth annual State of the Arts in Chicago Public Schools report, examining longitudinal trends in arts education and highlighting new opportunities for expanded access to arts education. The quality of arts instruction will be addressed through the publication of a standardized framework to evaluate quality and professional learning opportunities for schools and arts organizations.

Ingenuity Incorporated Chicago

FY 2016 \$100,000

Chicago, IL

To support a collective impact project for the continued implementation and coordination of the Chicago Public Schools Arts Education Plan. The project will provide professional development for arts and cultural organizations working in public schools to encourage schools to provide high quality arts education to all students. Professional development will be strategically coordinated with initiatives, community engagement, tactical partnerships, data collection and analysis, system-wide planning, and evaluation. Ingenuity will redesign an existing resource map and consolidate data systems that track information on public school and community arts partner programming in order for the project to target schools with greatest needs and opportunity to reach more students. With the school district, Ingenuity will elevate and maintain the role of Arts Liaisons in individual schools. A series of discipline specific summits, including music, theater, dance, visual arts, and media arts, will address implementation of National Core Arts Standards into Chicago Public School curriculum in accordance with the goals of the shared Arts Education Plan.

Ingenuity Incorporated Chicago

FY 2015 \$100,000

Chicago, IL

To support collective impact through a citywide collaboration to bring excellent arts education to all students in Chicago Public Schools. The project will bring together Chicago Public Schools (CPS) Department of Arts Education, certified teachers, Chicago's arts, cultural, and philanthropy communities, as well as parents and students to increase arts education in area schools. Activities will include tracking and analyzing arts teachers, arts partners, instruction, budget, planning and partnerships in as many as 600 schools through three cloud-based data collection portals. Ingenuity Institutes will help arts organizations use data to partner effectively with schools. Coordinated efforts

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will continue to foster the re-integration of the arts into Chicago classrooms. Ingenuity Incorporated serves as Chicago's hub for arts education data, analysis, information, system wide planning, strategy, and partnerships. It provides vision, leadership, and coordination of the collective impact efforts to implement the CPS Arts Education Plan.

John F. Kennedy Center for the Performing Arts

FY 2015 \$100,000

Washington, DC

To support expansion of Any Given Child (AGC), a collective impact project that maintains and develops access to arts education opportunities for elementary and middle schools around the country, to six new sites. AGC brings access, balance, and equity in arts education opportunities by combining community, school, and local cultural resources with those of the Kennedy Center. Prior to participation, each community designates a Coordinator to work full-time at a lead organization. The lead organization supports the Coordinator's efforts by providing the space, materials, equipment, and supplies for Community Arts Teams (CAT) meetings. The Coordinator also is responsible for assembling the CAT and gathering necessary materials for the project, and implementing a strategic plan. AGC's multi-year plan for sites has three phases: strategic planning process that includes asset-mapping, goal-setting, and survey development to audit their current resources. Implementation Committee, another smaller cadre of CAT members, is established to put the strategic plan into action, including staffing, funding, and marketing.

Los Angeles County Office of Education (aka LACOE)

FY 2018 \$100,000

Downey, CA

To support Technology Enhanced Arts Learning (TEAL), a collective impact project for public school teachers and administrators working across school districts in Los Angeles County as part of the Arts for All initiative. Through the use of online content and tools and with virtual and in-person support, elementary school teachers will learn strategies to deliver integrated arts instruction to students. TEAL resources are currently accessible to all Los Angeles county school districts and charter networks, and thousands of educators will continue to be supported by TEAL resources to adopt arts-based classroom practices. Administrators and teachers will continue to have access to professional development in creating arts integrated lessons and units, including visual arts, dance, music, and theater. Three new areas of focus will be added: K-6 classroom integration using media arts; STEAM (Science, Technology, Engineering, Arts, Math); and social emotional learning. TEAL program activities will support project goals to increase the ability of all students in Los Angeles County to gain equitable access to arts education.

Los Angeles County Office of Education

FY 2015 \$90,000

Downey, CA

To support Technology Enhanced Arts Learning, a collective impact project for public school teachers and administrators working across school districts in Los Angeles County. The project will use technology-infused tools, resources, and content with both face-to-face and online support to reach elementary school teachers and principals with strategies to develop and implement curriculum aligned to Visual and Performing Arts and Common Core State Standards. In addition, the project will establish the network of District Arts Coaches through online resources and a forum for sharing and collaboration.

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Los Angeles County Arts Commission provides backbone support for the initiative. TEAL supports and connects government agencies, school districts, arts organizations, and local stakeholders who work in concert to advance quality arts education for Los Angeles County's 1.6 million public school students. The Center for Distance and Online Learning, a unit within the Division of Curriculum and Instructional Services at LACOE, provides curriculum-driven online educational systems and professional development for equitable access to high quality curriculum and instruction.

Massachusetts College of Liberal Arts

FY 2018 \$75,000

North Adams, MA

To support an emerging collective impact initiative that will integrate the arts into the work of the Berkshire Compact for Education. The Berkshire Compact for Education is a network of regional civic, education, and business leaders who work to improve the lives of residents in rural Berkshire County, Massachusetts. Based on the Massachusetts College of Liberal Arts' recent research on promising practices in increasing access to arts education in rural areas, the goal of the Creative Compact for Collective Impact initiative is to create a systematic approach for arts education as a key asset in increasing student engagement and success. Along with several community partners, arts leaders will convene to create an arts education blueprint that will position arts education to help address regional issues. The blueprint will be disseminated, and a plan for data collection will be designed with the Berkshire Regional Planning Commission.

Massachusetts College of Liberal Arts

FY 2015 \$15,000

North Adams, MA

To support a collective impact project to increase access to arts education in rural communities. Working collaboratively, the Massachusetts College of Liberal Arts, the Massachusetts Cultural Council and the Berkshire Readiness Center will add to the emerging body of literature on rural arts education initiatives by examining and compiling best practices in rural areas of the U.S. that have been successful in increasing access to arts education, and will assess these practices through state, regional, and local lenses. The partners will review existing data and research tools that can be employed in making the case for the importance of arts education access and will consult with national and organizational thought leaders who can offer insight into best practices.

Metropolitan Nashville Public Schools

FY 2017 \$100,000

Nashville, TN

To support Music Makes Us: Next Generation II, a collective impact project in Metropolitan Nashville Public Schools. The Advisory Council of Music Makes Us will deepen engagement of new community stakeholders and continue to build upon relationships cultivated across multiple sectors (chamber of commerce, technology industry, music business and municipal government) during Music Makes Us: Next Generation I. A new administrative leadership cadre of principals will be formed to foster greater understanding of the benefits of music and the arts among the principals and assistant principals districtwide. Additionally, the project will provide a series of residencies and professional learning opportunities for music educators, including workshops, symposia, and coaching with a new emphasis on arts integration with non-arts classroom teachers. Key partners include the Mayor of Nashville; Music Makes Us Advisory Council, whose members are jointly appointed by the mayor and director of schools

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and represent a broad cross-section of music industry; K-12, higher education, philanthropic, and community leaders; Tennessee Performing Arts Center; and the Metropolitan Nashville Arts Commission.

Metropolitan Nashville Public Schools

FY 2015 \$90,267

Nashville, TN

To support implementation of Music Makes Us: Next Generation, a collective impact project. The Advisory Council of Music Makes Us will deepen engagement of new community stakeholders and continue to build upon relationships cultivated across multiple sectors (chamber of commerce, technology industry, music business and municipal government) during the initial implementation of the program. The project will provide a series of professional learning opportunities for music educators, including workshops and coaching with a new emphasis on arts integration with non-arts classroom teachers.

National Guild for Community Arts Education, Inc.

FY 2019, \$100,000

New York, NY

To support the National Blueprint for Creative Youth Development (CYD), a collective impact project. Creative youth development is a recent term for a longstanding practice that integrates creative skill building, inquiry, and expression with positive youth development principles, fueling young people's imaginations and building critical learning and life skills. During this project period, the Guild will continue to serve a national network of organizations working with youth by implementing the Blueprint's strategies for advancing the role of arts and creativity in positive youth development. Project activities will include monthly meetings of cross-sector action teams, in-person meetings of national CYD partners, expansion of the Guild's conference activities to serve as a convening for CYD partners, further development of the national CYD website to increase collaboration and knowledge sharing, and an Emerging Young Artist Leadership Exchange. Thousands of community-based youth development organizations across the country will benefit from the shared knowledge, a common agenda, and online resources related to CYD.

National Guild for Community Arts Education, Inc.

FY 2017 \$100,000

New York, NY

To support the implementation of the National Blueprint for Creative Youth Development (CYD), a collective impact project. The project will support implementation of the Blueprint's strategies for achieving shared goals to increase access to arts education for youth during out-of-school time. Strategies include adopting effective business models; developing revenue sources; documenting and communicating the benefit of CYD programs for youth; using shared terminology, data, and assessment tools; and connecting programs with in-school arts education and non-arts community development initiatives. Under the leadership of the Guild as the backbone organization, the National CYD Partnership, with key stakeholders from the arts, humanities, youth development and CYD-related sectors such as community development and workforce development, will coordinate and foster participation and engagement of local and national community stakeholders through active working groups and online platforms that promote collaboration, knowledge sharing, and data collection.

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National Guild for Community Arts Education, Inc.

FY 2016 \$100,000

New York, NY

To support a nationwide collective impact initiative and the creation of a creative youth development blueprint. Creative youth development (CYD) bridges school-based and out-of-school-time arts education and ecological systems theory approach to positive youth development. This project will be the first national strategic plan for the CYD field by establishing active partnerships among national organizations spanning arts, humanities, and youth development. Building on a National CYD Summit in 2014, the partners will collect data from needs assessments and gather case studies from best practices to identify opportunities and gaps for cross-sector development. Organizations and their communities will establish common strategic goals to envision improved access to creative learning for greater success in the lives of children and youth. Information will be publicized through the National Guild's networks of national partners at 2016 and 2017 conferences, newsletters, and direct outreach.

New Jersey Arts Education Partnership

FY 2019 \$98,000

Warren, NJ

To support ArtsEdNow, an ongoing collective impact initiative for arts education in New Jersey. Working with partner organizations, ArtsEdNow will expand statewide support for arts education by bringing information to the public about the benefits of arts education for students. Arts education data will be shared at convenings and include professional development sessions on how to use arts education data to help teachers, school administrators, parents, school board members, and cultural organizations to add or increase arts education in the school curriculum.

New Jersey Arts Education Partnership

FY 2018 \$100,000

Warren, NJ

To support ArtsEdNow, a collective impact initiative for arts education in New Jersey. ArtsEdNow will expand statewide support for arts education by bringing information to the public about the benefits of arts education for students. Building on previous work through participation in Americans for the Arts' State Policy Pilot Program, the Model Schools in the Arts Recognition Program, and the NJ Arts Education Census Report, updated statewide data will be shared about arts education and engagement to raise public awareness about the status of arts education in schools. Arts education data will be shared at state, county, and regional stakeholder convenings and include professional development sessions on how to use arts education data to persuade teachers, superintendents, principals, parents, school board members, and cultural organizations to add or increase arts education to the school curriculum, as well as how to deepen understanding of arts integration and STEAM (Science, Technology, Engineering, Arts, Math). The New Jersey Arts Education Partnership is a coalition of more than thirty statewide stakeholders including the New Jersey State Council on the Arts, New Jersey State Department of Education, the Geraldine R. Dodge Foundation, New Jersey Principals and Supervisors Association, and NJTV/WNET.

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New Jersey Arts Education Partnership

FY 2017 \$100,000

Warren, NJ

To support ArtsEdNow: Collective Impact for Arts Education in New Jersey. ArtsEdNow will expand statewide support for arts education by highlighting the benefits of arts education for students and bringing information and awareness to the public on the status of arts education in individual schools through the Model Schools Recognition Program and the NJ Arts Education Census Report. Arts education data will be shared at state, county, and regional stakeholder convenings and include professional development sessions to deepen understanding of how to use arts education data to persuade teachers, superintendents, principals, parents, school board members, and cultural organizations to add or increase arts education to the school curriculum. Special coordination will be directed to ongoing arts education collective impact initiatives in Newark, Monmouth, and Ocean counties. The New Jersey Arts Education Partnership is a coalition of statewide stakeholders including the New Jersey State Council on the Arts, New Jersey Department of Education, the Geraldine R. Dodge Foundation, the Jay and Linda Grunin Foundation, New Jersey School Boards Association, New Jersey Principals and Supervisors Association, and NJTV.

Newark Arts Council

FY 2018 \$84,000

Newark, NJ

To support an arts education collective impact project in Newark, New Jersey Project partners will be led by Newark Arts Education Roundtable (NAER) and include Greater Newark Healthcare Coalition (GNHCC) and My Brother's Keeper Newark (MBKN). Through this collaboration, the partner organizations will develop and cultivate arts interventions that address the social and emotional needs of Newark's students who have experienced trauma and provide professional development for those who serve them. MBKN has been working with Newark Public Schools and GNHCC as part of a trauma workgroup to adopt a school-based model to support students affected by trauma. NAER will convene a cohort of stakeholders including teaching artists with experience in trauma-care, educators who service high-trauma populations, social workers at schools, and health partners to incorporate the arts into this work. NAER also will work with these participants to develop shared criteria for assessing quality arts programming to improve trauma-informed care and create a user guide of integrated best practices to empower arts and healthcare professionals. Teaching artist and social worker teams will be created to coach organizations on bringing arts-based best practices into their work as administrators, classroom teachers, arts specialists, teaching artists, social workers, and health care workers.

Newark Arts Council

FY 2017 \$80,000

Newark, NJ

To support Cultivating a Creative Newark Through Collective Impact. The Newark Arts in Education Roundtable (NAER) will build upon the ongoing work of stakeholders who have together established a common framework for measuring the impact of arts education on students' social-emotional and academic development. NAER will refine and expand the implementation of the common measurement tool, use data to develop powerful arts education impact stories, and coordinate efforts with a new Data Newark collaborative which uses data to improve educational outcomes for children. Professional development workshops will support more effective collaboration between school leaders and administrators, arts providers, teachers, and teaching artists and site visits and post discussion visits will

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help arts organizations and partners to better understand quality and effective practices for arts education. Key partners include the Newark Arts Council, Newark Public Schools, Victoria Foundation, Prudential Foundation, Geraldine R. Dodge Foundation, Newark Charter School Fund, and Newark Alliance, Newark's most influential business leaders

Newark Arts Council

FY 2016 \$100,000

Newark, NJ

To support Cultivating a Creative Newark, a collective impact project. The Newark Arts in Education Roundtable (NAER) will collaborate to develop a common message on the importance of arts education and a strategic communications plan that addresses the needs of parents, youth, teachers, and education administrators. A citywide summit will be convened to present the communications plan and share tools for assessment. The plan will be aligned with the New Jersey Arts Education Partnership's statewide efforts focused on building stronger arts education communication practices. The NAER is a strategic alliance of arts education stakeholders, including district, charter and private schools, artists, arts and cultural organizations, youth and community development organizations, businesses, funders, and state and local agencies.

Newark Arts Council

FY 2015 \$50,000

Newark, NJ

To support Arts Up!: Cultivating Creative Newark, a collective impact project of the Newark Arts in Education Roundtable. Local arts organizations, artists, arts funders, Newark Public Schools, and community organizations will collaborate to ensure that young people in the city have access to sustained, quality arts experiences. This project supports a series of meetings, observations, shared data analysis, and review of access to arts education services in Newark. It supports the articulation of a shared vision for arts education and the development of an action plan that outlines programming strategies, as well as a strategy to communicate the action plan to a broader community.

Pasadena Educational Foundation (aka PEF)

FY 2016 \$79,500

Pasadena, CA

To support a collective impact project focused on developing a comprehensive and collaborative performing arts education program for Pasadena Unified School District (PUSD) middle and high school students. The project includes a year-long facilitated planning process involving staff and educators from a diverse group of arts partners including PUSD secondary teachers, PEF staff, and the PUSD Arts Coordinator. The partners will gather and analyze data to inform decision-making about the structure and content of the curriculum, and the implementation and evaluation of a pilot program in middle and high schools. A community asset map will be created to show where middle and high schools have credentialed arts teachers, arts budgets and supplies, performing facilities, and other existing arts education resources. Data on current student levels of participation in the arts will establish a baseline. Partners will come to an agreement on objectives, outcomes, and a system of shared measurement. The ultimate goal of the project is for students to discover their talents, develop their skills, and find their individual voices.

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Seattle School District #1 of King County, Washington

FY 2019 \$100,000

Seattle, WA

To support the expansion of The Creative Advantage, an ongoing collective impact partnership in Seattle. Building on an ongoing collaboration, project partners will continue to ensure equitable access to arts education for all students in Seattle Public Schools. Project components will include developing regional and individual school arts plans; artist residencies; and professional development for teachers on topics such as arts integration, 21st-century learning skills, and arts for English Language Learners.

Seattle School District #1 of King County, Washington

FY 2018 \$100,000

Seattle, WA

To support implementation of The Creative Advantage, a collective impact partnership in Seattle. Building on an ongoing collaboration comprising Seattle Public Schools, Seattle's Office of Arts & Culture, the Seattle Foundation, Arts Corps, Arts Impact, ArtsEd Washington, and the Seattle Art Museum, partners will continue to ensure equitable access to arts education for all students in Seattle Public Schools. Project components include developing regional and individual school arts plans; artist residencies for students in multiple schools; and professional development for teachers on topics such as arts integration; pairing STEM (Science, Technology, Engineering, Math) and arts-infused learning; and assessment in dance, music, theater, and visual art. To date, the program has resulted in increased arts instruction for students, more students meeting and exceeding standards of learning in the arts, and the cultivation of robust partnerships with a shared vision of ensuring the arts as a core subject.

Seattle School District #1 of King County, Washington

FY 2017 \$100,000

Seattle, WA

To support Creative Advantage, a collective impact project. In partnership with Seattle's Office of Arts & Culture, Seattle Foundation, Seattle Art Museum, Arts Corps, and ArtsEd Washington, the project will include regional and school-based planning, common core arts assessments, professional development for arts and non-arts teachers, and comprehensive longitudinal evaluation. The school district will use a principal peer-coaching model, contracting Arts Leadership Principal Coaches to work with schools through the process of implementing and refining arts plans, which will be geared towards arts equity and quality.

Seattle School District #1 of King County, Washington

FY 2015 \$94,200

Seattle, WA

To support implementation of Creative Advantage, a collective impact partnership. The project will provide arts leadership coaches who will work with schools to refine arts plans with a focus on closing access gaps, alignment with educational standards and K-12 sequential arts learning. In addition, arts partners will be matched with schools based on an analysis of the school arts plans. Data will be gathered for a longitudinal database to track student growth of outcomes across all Creative Advantage schools. The partnership, comprising Seattle Public Schools, Seattle's Office of Arts & Culture, the Seattle Foundation, Arts Corps, ArtsEd Washington, and the Seattle Art Museum, will ensure equitable access to arts education for all students in Seattle Public Schools.

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Washtenaw Intermediate School District (aka WISD)

FY 2016 \$100,000

Ann Arbor, MI

To support Arts & Cultural Education Integration for Student Excellence, an emerging collective impact project in Washtenaw County, Michigan. Washtenaw Intermediate School District (WISD) and The Arts Alliance (TAA), the local arts agency, will collaborate to conduct a countywide arts and cultural education assessment to develop goals for increased access to arts education programming and a long-range plan for a network that can oversee and sustain the project. A professional development program will be developed after cross-sector community engagement, data gathering, and evaluation. A promotional plan including direct mail, marketing strategies, digital technology, and social networking will inform teachers, parents, administrators, arts and cultural organizations, and artists.

Young Audiences, Inc. of Houston (aka Houston Arts Partners)

FY 2017 \$100,000

Houston, TX

To support expansion of the Arts Access Initiative, a collective impact project. School principals, leadership teams, and designated arts liaisons will work to implement the Creative Schools Plan, which offers arts and arts-integration residencies, experiences in Houston's cultural environment, and extended arts learning in after-school classes. The initiative also includes professional development for teachers. The School Capacity and Engagement Cross-Functional Leadership Team comprising professionals from diverse sectors in Houston will continue to study resource mapping and ongoing data collection from randomized control trials, and recognize successful schools with Creative Schools designations.

Young Audiences, Inc. of Houston (aka Houston Arts Partners)

FY 2015 \$50,000

Houston, TX

To support the Arts Access Initiative, a collective impact project. The initiative engages arts administrators, district leaders, city government, higher education, businesses, and philanthropic sectors to ensure that all children have the opportunity to develop academically, creatively, emotionally and cognitively through the arts. Project activities will include the implementation of an arts education plan to improve arts education in the Houston Independent School District (HISD) through completing the "State of the Arts" Mirror Report to map arts-rich and schools that are not arts-rich. In addition, Houston Arts Partners will use "State of the Arts" data to assign schools a rating for the level of student access to the arts, and will move schools up to the next rating level through professional development for principals, teachers, and parents. Project plans also will involve the direct delivery of arts programming for students in schools that are not arts-rich.

Young Audiences of Maryland, Inc.

FY 2019 \$100,000

Baltimore, MD

To support the Arts Empowered Minds Initiative (AEMI), a collective impact project. AEMI has been leveraging, enhancing, and coordinating arts education services to decrease the arts opportunity gap for students in low-income communities of northern Anne Arundel County, Maryland (also known as North

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County). Project partners include Young Audiences of Maryland, Anne Arundel County Public Schools, Chesapeake Arts Center, Arts Education in Maryland Schools Alliance, University of Maryland Baltimore County, and the Police Department of Anne Arundel County. Partners will work collaboratively to collect and analyze student performance data, results of school surveys, and teacher feedback surveys. The project will support school-based partnerships of teaching artists and arts organizations through in-school residencies and student field trips; increase access to out-of-school time through arts programs after school and through family engagement events at Chesapeake Arts Center; and provide professional development training for teachers in arts integration.

Young Audiences of Maryland, Inc. (aka Young Audiences Arts for Learning Maryland)

FY 2017 \$90,000

Baltimore, MD

To support the Arts Empowered Minds Initiative (AEMI), a collective impact project. The project will support sustainable partnerships of teaching artists and arts organizations for school-based arts education, increase access to out-of-school time arts programs, and provide professional development for teachers in arts integration. Partners include Young Audiences of Maryland, Anne Arundel County Public Schools, Chesapeake Arts Center, Arts Education in Maryland Schools Alliance, and University of Maryland Baltimore County. Together they will convene advisory committees with representatives from local cross-sector organizations; align AEMI with North County Business Advisory and Community of Hope community development initiatives; design and implement a logic model that clarifies inputs, outputs, and expected outcomes; and utilize an evaluation plan and data collection process in collaboration with the school district.

Young Audiences of Maryland, Inc. (aka Young Audiences/Arts for Learning Maryland)

FY 2016 \$50,000

Baltimore, MD

To support the Arts Empowered Minds Initiative in Northern Anne Arundel County, Maryland. This collective impact project will support improved academic outcomes, increased parent involvement, and improved teacher retention. Through a collaboration of Anne Arundel County Public Schools, Chesapeake Arts Center, Maryland State Arts Council, Arts Education in Maryland Schools, University of Maryland Baltimore County, and community partners, the project will focus on key elements, including sustainable partnerships with teaching artists and arts organizations, increased access to out-of-school-time arts programs, and professional development for teachers in arts integration. A coordinated needs assessment will clarify previously gathered data on areas for improvement in arts learning, in order to plan programs and prepare for the collection of new baseline data regarding academic achievement, school engagement, and student access to arts and arts-integrated learning both in and out of school.

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