

RESEARCH & EVALUATION

AT THE LOS ANGELES COUNTY ARTS COMMISSION

2016-17 REPORT

January 2018

OVERVIEW

Research and evaluation are core competencies at the LA County Arts Commission, as central to the mission as grantmaking, arts education, civic art, professional development and communications. The Research and Evaluation (R&E) division helps to ensure the Arts Commission's programs are rooted in facts, based on evidence and build on promising practices from others in the field.

The data we collect help us understand the impact of the Arts Commission's work and to reflect on what has been learned, in order to improve. The R&E team serves every division and the entire Commission, while also providing information to the arts ecology as a whole. At the same time, it also functions as an internal program, planning and executing its own research agenda.

Between 2013 and the summer of 2017, the R&E division of the LA County Arts Commission

- Published nine reports on various aspects of the arts ecology, including salaries and benefits people earn when working in local arts nonprofits, an analysis of the relationship between arts education and creative employment, and a literature review on cultural equity and inclusion; (See Appendix for a full list)
- Administered the Arts Education Profile survey to all 2,277 schools in every school district;
- Provided training and technical assistance on research, evaluation and data to arts administrators, arts educators and artists, in venues across the County;
- Conducted an assessment of technical assistance and capacity building services that led to a reimagining of how the Arts Commission provides professional development to the field;
- Oversaw a multi-year survey to measure the demographic makeup of the County's arts and culture workforce;
- Increased arts-related data and facts that are distributed to stakeholders through the Arts Commission's social media feed and website; and
- Led the development and implementation of an arts datathon that brought together nearly 150 arts and data stakeholders from throughout LA County and across the US, in partnership with the City of LA's Department of Cultural Affairs.

BACKGROUND

The LA County Arts Commission has been a national leader in the use of data analysis and research methods in our work. The Arts Commission was, for example, an early champion of the Cultural Data Project¹, and as a result California arts funders were among the first in the country to adopt it in their grantmaking. In the 1990s the Arts Commission convened a task force that commissioned County's first research study on the state of K-12 arts education in local public schools. In 2007 the Organizational Grants Program began to require applicants to include an evaluation plan, and offered technical assistance workshops to help applicants improve those evaluations. In these and other instances, staff worked with consultants on temporary contracts to plan and carry out the work.

By 2012 the Arts Commission recognized that since research and evaluation were central to achieving their mission, this function should be brought in-house. Having staff expertise would help the Arts Commission be more systematic, improve the quality of our data, and would bring in fresh ideas of how to incorporate research and evaluation more effectively into the agency's work. Therefore in early 2013 a full-time R&E Manager was hired. By 2016 this had expanded to a division with a staff of three working under the guidance of a Director of Research and Evaluation on 18 discrete projects.

Today the R&E division provides services to all divisions of the Arts Commission, represents the Arts Commission on committees led by other County departments, and provides information and services to the larger field of arts administrators both locally and nationally.

When the position was first established, the new R&E Manager interviewed each person working at the Arts Commission to understand their work and their information needs. This generated a list of nearly 150 potential research or evaluation projects. These were narrowed to six top-priority projects and six secondary-priority projects, which constituted the first R&E Plan. A year later, the R&E Plan was revised to reflect emerging priorities. The second R&E Plan covered 18-months.

The R&E Plan was revised again in 2016, and the new plan covered an 18-month period. As part of this plan, a mission statement was established for the R&E division:

MISSION OF THE RESEARCH AND EVALUATION DIVISION

The Research and Evaluation division of the LA County Arts Commission uses data and analysis to support work that ensures all residents of LA County can engage with the arts in a variety of ways. We do this primarily through

- Applied research
- Evaluation
- Data mining
- Sharing promising practices

The third R&E Plan, which ran from January 2016 through June 2017, was organized around three key themes: **Increasing cultural equity and inclusion**, **Working cross-sector**, and **Strengthening the arts infrastructure**.

This report provides a summary of the work we did in those three areas, and concludes with a discussion of **five key lessons learned along the way**:



1. Both quantitative and qualitative methods are necessary



2. Data skills and knowledge vary widely in the arts, and services to the field should reflect that fact



3. Program staff and artists can be effective data collectors but only if their tasks are carefully structured and managed



4. Investments in R&E skills and tools pay off for the entire organization



5. Public engagement is a critical component of research and evaluation in the arts

INCREASING CULTURAL EQUITY AND INCLUSION

The Arts Commission provides arts and culture services throughout the 88 cities and approximately 140 unincorporated areas of Los Angeles County, works with most of the 81 school districts located within the County, and partners with other County departments to create and maintain civic artworks. At its essence, the work of the Arts Commission has always been to ensure that all residents of the County have access to the arts and the benefits they provide.

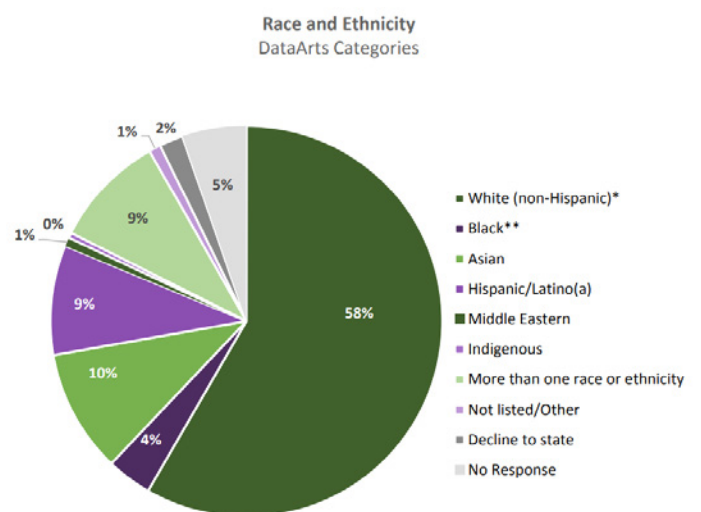
In November 2015 this focus was brought into high relief when the LA County Board of Supervisors unanimously passed a motion directing the Arts Commission to conduct “a constructive County-wide conversation about ways to improve diversity in cultural organizations”² for all LA County residents. This led to creation of the **Cultural Equity and Inclusion Initiative (CEII)**. CEII began as an 18-month process that involved establishment of an Advisory Committee, 14 town hall meetings across the County, analysis of the discussions that took place in those meetings, and summarizing the results in a public report. The Advisory Committee developed 13 recommendations for actions the Board of Supervisors could take to increase cultural equity and inclusion in the arts, five of which were approved for funding in mid-2017.

R&E played a critical role in this initiative. First was production of a comprehensive literature review on cultural equity and inclusion in the arts³ in early 2016. This report was published and shared with people

FIGURE 1:

Arts and culture workforce, race and ethnicity in LA County

(From *Demographics of the Arts and Cultural Workforce in Los Angeles County*, April 2017)



* for Census and ACS figures, this is shown as "White/Caucasian"

** for Census and ACS figures, this is shown as "Black/African American"

participating in the CEII process. Beyond this, it filled a need in the field of arts management nationally, as there was at the time no comprehensive literature review on this topic. This report has been shared widely and utilized by other arts organizations seeking to improve cultural equity and inclusion in their work.

Second, R&E oversaw implementation of the County's first-ever survey to learn about the demographics of the arts and culture workforce in LA County.⁴ This survey found that the arts and cultural workforce is significantly more homogenous than the LA County population, with 58 percent of arts and culture workers identifying as White non-Hispanic compared to a county population that reports as 27 percent White (see Figure 1). It further found that female workers represent 60 percent of the workforce compared to 51 percent of the County population as a whole.

Third, when the timeline for the initiative was extended at the end of the first year for an additional six months, R&E staff were tasked with revising the CEII final report, which went through eight rounds of major rewrites as the Advisory Committee came to its final consensus on the text and recommendations.

Other R&E projects that promote and support improving cultural equity and inclusion include all of the following:

- An analysis of first year grantees of the Arts Commission's new Community Impact Arts Grants (CIAG) found that that the program is achieving the goals set out by the Board of Supervisors: grantees serve a wide variety of populations and communities that are traditionally underserved by the arts, as measured by race and ethnicity and poverty rates. Compared to grantees of the Arts Commission's long-standing Organizational Grants Program (OGP), CIAG grantees are located in zip codes where the population is more diverse and has a lower median income.
- During that time period the Arts Commission managed the Ford Theatres and supervised their staff evaluator.⁵ Analysis of data from their summer 2016 season found that the Ford Partnership Program, JAMs and Big World Fun events attracted demographically complementary audiences. Partnership Program audiences were more White and less Hispanic/Latino than LA County, but they were also more representative of Black/African American and Asian/Pacific Islander populations than were JAMs. The JAMs reached populations underrepresented at Partnership Shows, especially Hispanic/Latino, low income, and younger people.
- In fall of 2016 R&E administered the second wave of data collection for the Arts Ed Profile, designed to measure the quality, quantity and equity of arts education across all 81 school districts in the County. The survey was rolled out to all schools and districts in spring 2017. Findings were published in late 2017 to coincide with the LA County Arts Ed Collective's 15 year anniversary.
- In an evaluation of the Antelope Valley (AV) Art Outpost creative placemaking project serving the unincorporated communities of Littlerock and Sun Village, R&E provided support to a program designed to explore the local arts ecology and understand local perspectives on the arts, in a region that has limited arts services. An evaluation of the project was shared internally and the findings used to report to funders.
- Through the Civic Art Employment project staff are collecting data that will help R&E measure how civic art policy funds that go to artists to create public art ultimately benefit people working in other fields, when artists hire them to provide goods and services. Preliminary data show the types of workers who receive these funds range from electricians, sheet metal workers and tractor trailer operators to graphic designers and insurance agents.

R&E has also done work internally to help the Arts Commission improve cultural equity and inclusion. In 2016-17 R&E assessed grant reporting processes across all Arts Commission divisions and programs, then recommended ways to standardize questions on final reports. This alignment process resulted in revisions to reporting for Organizational Grants Program, Community Impact Arts Grants, the Arts Internship Program, the Arts Ed Collective's Advancement Grants and Free Concerts in Public Sites. Standardizing the reporting requirements across these programs is beginning to enable the Arts Commission to tell a comprehensive story overall while also meeting individual program improvement needs.

When the Board of Supervisors passed a motion that moved forward five of the CEII recommendations, they required evaluation for each. One major project on the 2017-19 R&E plan is development of a comprehensive set of evaluation projects that will provide the Supervisors with the information they need while telling the larger story of how the County is improving cultural equity and inclusion for all residents through the Arts Commission.

FIGURE 2:

R&E team member Susannah Laramée Kidd administers a survey during a Creative Graffiti Abatement engagement activity

(Photo by Sara Daleiden)



WORKING ACROSS SECTORS

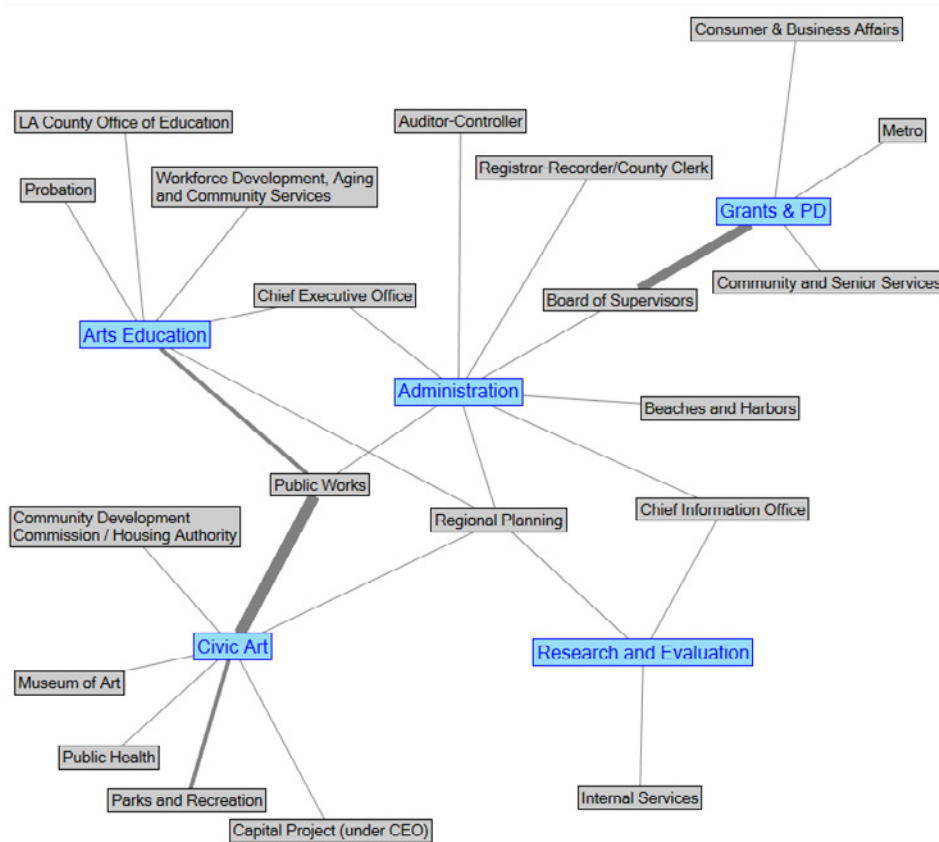
Research has shown that the arts can have a positive impact on health, educational attainment, community cohesion and much more. The Arts Commission often works with County departments in other sectors and with other agencies to help those organizations achieve goals beyond the arts, such as health and community development.

R&E conducted evaluations of several cross-sector projects as part of the 2016-17 R&E Plan. The Creative Graffiti Abatement project in the Second Supervisorial District is one example. Through this project artworks were created and installed in two libraries and two parks with the goals of reducing vandalism and increasing public engagement in County-run facilities. R&E is evaluating this project using a mixed-methods developmental evaluation⁶ approach where the research

analyst has been embedded in programming throughout the project, collaborating with an artist to design data collection methods appropriate for each artwork (see Figure 2). Twenty-six focus groups or interviews were conducted with community members, program participants and staff. Observation data were also collected. When the final evaluation report is published, slated for 2018, it will also be a major contribution to the emerging field of public art evaluation.

FIGURE 3:

Social network analysis of the Arts Commission's cross-sector partnerships
(Internal analysis, 2016)



As interest in cross-sector work rose during this time period, R&E recommended conducting a baseline analysis to understand the extent to which the Arts Commission was already working with other County departments. The social network analysis uncovered a broad network of relationships, with Arts Commission staff partnering with 20 different divisions within the County and Metro (see Figure 3). The largest number of cross-sector partnerships were found to be with Public Works (n=8).

The Arts Commission placed its first ever artist in residence (AIR) in a recuperative care center for homeless clients at Martin Luther King, Jr. Hospital in 2016. Over a six month period, painter and arts educator Sandy Rodriguez provided a series of artist-

led conversations, painting demonstrations and hands-on workshops for clients and staff. The goals of the program included building patient skills, confidence and sense of independence while creating an artist-based program that was relevant to the mission of the center and replicable. R&E designed an evaluation and data collection plan that would be minimally burdensome while also protecting the privacy of hospital patients. Data collection was finished in summer 2017 with a final report published a few months later. As this AIR program had just been completed, the Board of Supervisors passed a motion that included funds to place artists as “creative strategists” in several County departments over three years. This evaluation of the MLK Hospital AIR program included recommendations that were helpful to staff in planning this new program.

Beyond this, R&E staff have represented the Arts Commission on the LA County Open Data Task Force since early 2015. R&E participated in development of County standards for the Open Data Portal, and successfully advocated for a *Community, Arts and Culture* tile on the portal's front page to raise the visibility of the arts and arts data in the County. R&E has contributed eight datasets to date from the Arts Commission.

In 2016-17 R&E staff took over from Civic Art staff as Arts Commission representatives to the Department of Regional Planning's *Equity Indicators* project, serving on the subgroups for both policy and for creation of the technical tool. The Arts Commission shared the model used for the CELL initiative for collecting public input and for developing recommendations to the Board of Supervisors. R&E recommended that indicators of equity include such factors as access to arts and cultural facilities and resources.

R&E staff have also held informal meetings with staff and evaluators in different departments around the County to discuss potential collaboration on evaluations. In cross-sector work, the arts are usually the means to something else, such as better health or education. Collaboration with colleagues using measures of success common in their fields could help improve the quality of our evaluations.

STRENGTHENING THE ARTS INFRASTRUCTURE

“Arts infrastructure” refers to all the systems and facilities needed to keep the arts ecology working well. This includes the skills needed to manage an arts organization as well as technical knowledge specific to a discipline. The Arts Commission plays a critical role in supporting and maintaining the arts infrastructure in LA County through its grantmaking, professional development training and knowledge sharing.

R&E contributes to strengthening the arts infrastructure through training on both evaluation and on data collection and analysis methods for grantees and for others in the arts community. Internally, R&E supports colleagues by helping them ask better questions and set clearer goals, then delivers the tools to measure outcomes.

One of the Arts Commission’s major contributions to the arts infrastructure is the professional development (PD), capacity building (CB), and technical assistance (TA)⁷ provided by each division. R&E has provided significant support to strengthen and improve those services. In 2013, R&E successfully secured a Productivity Improvement Fund (PIF) grant to measure the scope and assess the effectiveness of the Arts Commission’s TA/CB services. Through this study the total amount of TA/CB services provided across all

divisions was calculated, its ebb and flow tracked over the year, and strengths and areas for improvement identified. As a result of this study the cross-division PD Task Force was established, which in turn created a Commission-wide PD Framework that all divisions use as a guide. Two R&E staff served on the PD Task Force in 2016-17. One conducted a field scan of professional development offerings across the county in order to ensure the Arts Commission is responding to the needs of stakeholders and not duplicating the work of other organizations. The other has responsibility for tracking PD events data quarterly and reporting back to the Task Force and to all staff. Also in 2016 R&E published an online toolkit designed to help other arts agencies and government departments assess their PD efforts, offering guidance on steps, timing, sample tools and recommendations for how to maximize this kind of study.

FIGURE 4:

Participants in the Arts Access Datathon, along with co-organizer Yvonne Lee (right)

(Photo by Alexia Lewis)



In April 2017 the Arts Commission, in partnership with the City of LA's Department of Cultural Affairs, organized the Arts Access Datathon, a day-long event that brought together arts administrators, arts educators, artists, hackers and data geeks to engage with arts-related data (see Figure 4). The goal was to develop proposals for how data could be used to improve access to the arts for all Angelenos, while increasing data literacy in the arts community. A steering committee was established, made up of both arts and data experts to plan the event. A website was created for the event (artsdatathon.org), where datasets and data tools were collected. Nearly 150 people attended the datathon. Participants worked in 11 groups, each of which presented a proposal for how to improve access to the arts through data. While most participants were local, others came from as far away as Phoenix,

Chicago and Houston to participate in the datathon and to learn about how they could hold one themselves.

A final report and toolkit was published in August 2017 to help others plan and implement their own datathon.

As the R&E division has expanded new skill sets have been added. One major addition has been bringing on a staff person with strong skills in ArcGIS, industry standard for mapping. The Arts Commission invested in the required software, and R&E is now able to provide mapping services to all divisions on request. Maps that once took days to create in design software now take a few hours to complete (see Figure 5).

Other ways R&E has helped to strengthen the arts infrastructure include

- Extensive support for development of the Arts Commission's new Customer Relationship Management (CRM) software system,
- Creation of a system to share arts-related data through the Arts Commission's social media channels, and

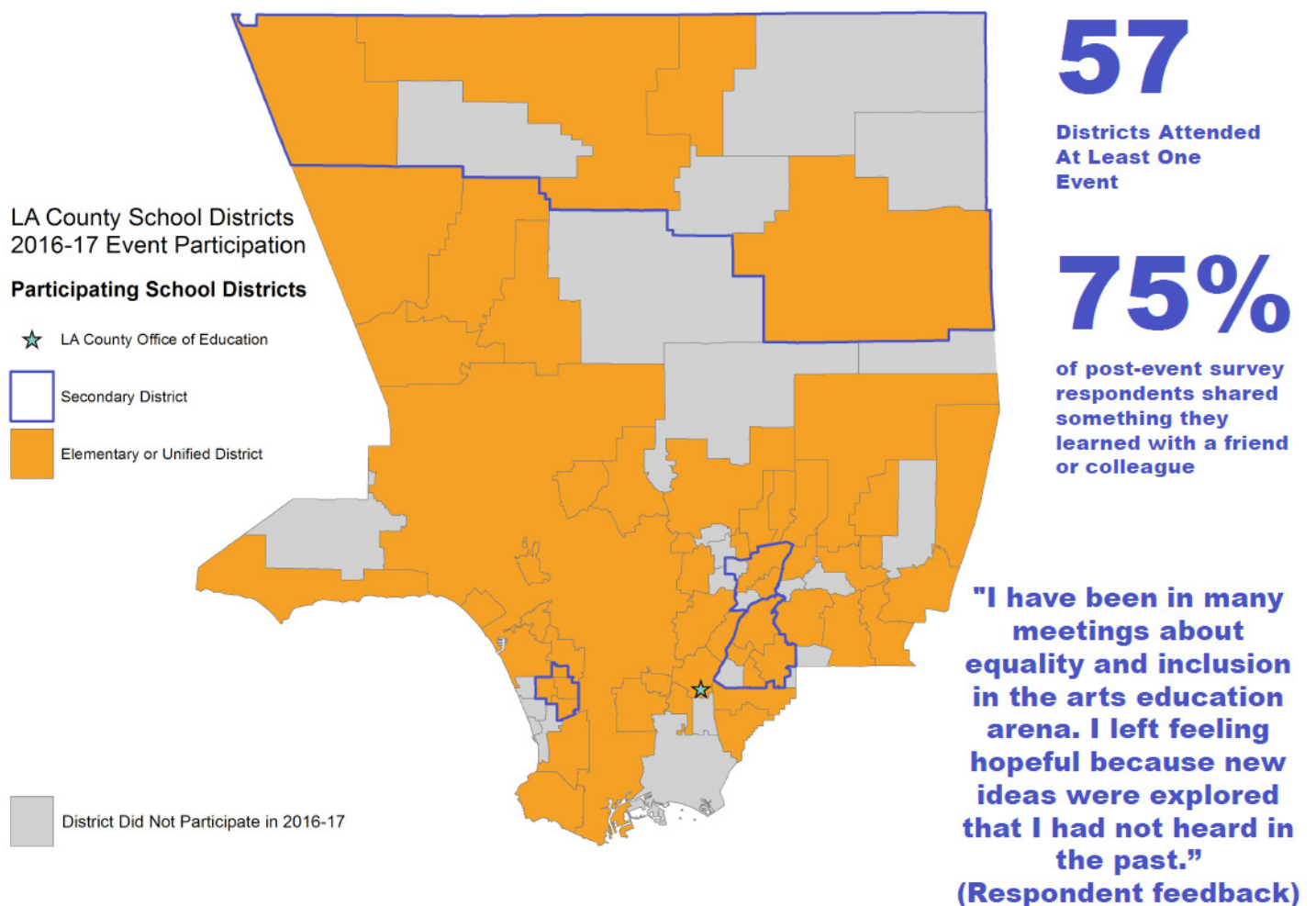
- Ad hoc support and advice to arts organizations in the community related to research, evaluation, and data.

The R&E also worked to improve and expand their own skills sets. Members of the R&E team participated in professional development to learn social network analysis, GIS mapping, data visualization techniques, and qualitative data analysis software.

FIGURE 5:

Incorporating maps into reports, mixing quantitative and qualitative data to tell the full story

(Map by Matt Agustin, from a grant proposal submitted to the NEA in 2017)



LESSONS LEARNED

The 18 month period from January 2016 through June 2017 was a time of significant activity and change for the Arts Commission. The CELL initiative focused energy and programming on issues of diversity, equity and inclusion in the arts. A survey on the status of arts education in the schools that has been through multiple iterations since 2009 was finally administered to all 2,277 public schools in the County. A new website and CRM were launched. Professional development services were aligned and standardized across the Commission's divisions.

As R&E provided research, evaluation, and data support to the Arts Commission and the broader arts community, five key lessons emerged:

1. BOTH QUANTITATIVE AND QUALITATIVE METHODS ARE NECESSARY.

People often use the word “data” to refer to numbers, quantitative information that can be calculated with spreadsheets. However, this kind of data can only answer some types of questions. For example, our survey of the arts workforce found that 58 percent of the arts workforce in LA County is White, but a survey cannot uncover pathways to working in the arts, expose the barriers that people experience along the way, or

explain how those barriers are experienced by people from different communities. Measures like *majorities* and *averages* can be counted and they are critical to research and evaluation, but to understand *why* and *how* things work other kinds of data must be gathered through interviews, focus groups and observation. Rigorous collection and analysis of qualitative data are necessary to complement quantitative data. Which methods should be used depends on the particular project and the research questions being asked. The Arts Commission must have all tools available in its research and evaluation toolkit. For example, the Creative Graffiti Abatement evaluation has made significant use of both qualitative and quantitative data. The Arts Ed Profile survey did as well.



2. DATA SKILLS AND KNOWLEDGE VARY WIDELY IN THE ARTS, AND SERVICES TO THE FIELD SHOULD REFLECT THAT FACT.

It is common for arts administrators and arts educators to talk about how little they understand data, or to express the belief that the arts field as a whole is somehow “behind the times” in their use of data. While this perceived lack of skills may be true for some individuals and some organizations, it is far from universal. R&E staff know many arts administrators, arts educators and artists who have a sophisticated understanding of how to use data, others with excellent spreadsheet skills, some who read research and evaluation reports regularly then use what they learn in their daily work, and still others who are extremely logical and structured in their use of information. When these individuals are placed in key positions, they can have a profound impact on the data, research and evaluation capacity of an arts organization. The 2017 datathon highlighted the disparity, and the challenge of serving a community with such wide ranging skills.

Most of the PD offered on data, research and evaluation is one-size-fits all. In some cases it may make more sense to stratify participants based on skills, knowledge and interest. For example, while an introductory level workshop could be provided for all OGP grantees, this could be followed by an optional more advanced training for those who wish to dig deeper. The 2018 datathon will focus more narrowly in terms of topic, datasets and data tools, which will probably mean a smaller number of participants who bring specific data skills and knowledge to the table.

3. PROGRAM STAFF AND ARTISTS CAN BE EFFECTIVE DATA COLLECTORS BUT ONLY IF THEIR TASKS ARE CAREFULLY STRUCTURED AND MANAGED.



On several occasions the R&E team has designed a research or evaluation project that utilizes staff in other divisions, partner agency staff or participating artists as data collectors. The potential benefits of this approach are significant. For one thing, staff and artists are in the field regularly as part of the project, so adding a few data collection tasks on top of their work has the promise of being more efficient. Many artists already do research as part of their projects. Moreover, staff can have the advantage of knowing the people and places where they are working, which gives them unique insight that can be used to improve the quality of the data.

The results of using staff and artists as data collectors, however, have been mixed. The kind of research artists do turns out to be idiosyncratic and situational, not the kind of rigorous, systematic data collection required for program evaluation. In cases where staff or artists are struggling to simply get the project done, adding what seems to be a small data collection task can turn out to be burdensome.

Where this approach works best is when

- The data collection task is tightly structured and simple,
- R&E staff provide clear protocols and guidance on how to collect and store the data correctly, and
- R&E staff check the data early in the process and regularly, to ensure quality and consistency throughout.



4. INVESTMENTS IN R&E SKILLS AND TOOLS PAY OFF FOR THE ENTIRE ORGANIZATION

When a Research Coordinator was hired to work in arts education, this new person brought skills and experience with ArcGIS mapping software. Then the Arts Commission purchased the software. With this skill set and software available, we could now create maps in a matter of hours rather than days. This resource is now used regularly by all divisions for analysis and reporting. When a new R&E staff member arrived with deep qualitative skills, the Arts Commission purchased Nvivo software to analyze data. This permitted multiple staff to work on projects together, sharing a single data analysis tool. As staff learned social network analysis (SNA) skills, the Arts Commission invested in SNA software to visualize relationships. All of these tools enable R&E to delve deeper and ask more meaningful questions. These tools and skills help us get the data needed and analyze it more effectively.

In all of these cases it has taken staff time to learn new skills, and the software is sometimes costly. The benefits, however, are clear. Every division has taken advantage of the R&E in-house map maker for presentations and publications. SNA has been incorporated into a variety of projects to uncover unexpected stories. It is incumbent upon R&E staff to continually upgrade skills, learn new methods and invest in the right tools.

5. PUBLIC ENGAGEMENT IS A CRITICAL COMPONENT OF RESEARCH AND EVALUATION IN THE ARTS.



Public engagement has long been a watchword and practice in the arts, generally designed to reach new audiences with a focus on communities that are underserved by the arts. Like many artists and arts organizations, the R&E division seeks to engage the community we serve – nonprofits, educators, staffers and individuals – in our research and evaluation initiatives. If we are to be responsive to priorities and needs in the field and keep the field informed by what we do, then we too must engage with the community. The datathon was a major public project toward that goal, but we include other practices in our projects on a smaller scale as well. It is critical that R&E reach out to communities that have been underrepresented in earlier studies to ensure their perspectives and experiences are included. Development of the Arts Ed Profile, for example, was a multi-year effort that engaged teachers and administrators in the development process to ensure the survey questions asked and findings presented are ultimately meaningful to them.

R&E is committed to the principle of protecting human subjects stated in the Arts Commission's Quality Assurance standards, "centered on respect for persons, minimizing any risk of harm, maximizing any possible benefits, and ensuring that all study participants are treated with justice." The people and organizations whose work we study should not be subjects of our research and evaluation projects but active partners in them. To achieve this, we actively engage with them.

LOOKING AHEAD

Research and evaluation will continue to play a critical role at the Arts Commission. Facts and logic are as essential in the arts as they are in any field.

The R&E Plan was revised again in July 2017. The new plan covers two years, ending in June 2019. It is made up of 25 projects organized around four major priorities:

- Improving cultural equity and inclusion
- Deepening civic engagement
- Providing data leadership
- Continuing program improvement

This fourth iteration of the R&E Plan includes planning and implementation of a comprehensive evaluation of the Arts Commission's work to improve cultural equity and inclusion in the arts. We will publish a final evaluation report on the Creative Graffiti Abatement project. A second datathon will be held, this one focusing on collections data. As the Arts Commission places artists in residence in other departments of County government, the R&E division will establish tools that help staff learn

throughout the implementation process. We will share what we have learned about arts education in LA County public schools, both the findings of our research and the new methods for data collection and analysis we have tested in the field. We will publish our own findings, and we will continue to read research and evaluation reports by others, always sharing what we learn.

As the Arts Commission goes through a period of significant change, the R&E plan serves as both a statement of priorities and a roadmap for our research, evaluation and data activities.

APPENDIX

Research and related reports published by the LA County Arts Commission since 2013

Salaries in Arts Nonprofits in LA County

<https://www.lacountyarts.org/sites/default/files/documents/pdfs/lacacsalariesreportmay2014final.pdf>

May 2014

Benefits in Arts Nonprofits in LA County

https://www.lacountyarts.org/sites/default/files/pdfs/lacac-benefits_report-5.pdf

January 2015

We Are in This Together: A Survey of Community Arts Partners in LA County Public Schools

https://www.lacountyarts.org/sites/default/files/pdfs/lacac_artspartnersreport_2015.pdf

March 2015

Creative Work: How Arts Education Promotes Career Opportunities Beyond the Arts

https://www.lacountyarts.org/sites/default/files/pdfs/lacac_creativereportb_final2.pdf

April 2015

Stability. Experimentation. Growth: LA County's Organizational Grant Program in 2014

https://www.lacountyarts.org/sites/default/files/pdfs/lacac_ogp2014analysis.pdf

August 2015

Volunteers in Arts Nonprofits in LA County

https://www.lacountyarts.org/sites/default/files/pdfs/lacac-volunteers_report.pdf

November 2015

Cultural Equity and Inclusion Initiative: Literature Review

https://www.lacountyarts.org/sites/default/files/pdfs/ceii_litrev_final.pdf

March 2016

Public Engagement in the Arts: A Review Of Recent Literature

https://www.lacountyarts.org/sites/default/files/pdfs/lacac_pubenglitrev.pdf

August 2016

Arts Access Datathon: Final Report and Toolkit

https://www.lacountyarts.org/sites/default/files/pdfs/datathonreporttoolkit_final.pdf

August 2017

ENDNOTES

¹ The Cultural Data Project – now called DataArts – is a service that cultural nonprofits and funders across the US use annually to report their financial and programmatic information. More information at <http://culturaldata.org>.

² Improving Leadership, Work Force, Programming and Audience Diversity in Los Angeles County Cultural Institutions, substitute motion by Supervisors Hilda L. Solis and Mark Ridley-Thomas. Available at <http://ceii-artsforla.nationbuilder.com/resolution>.

³ LA County Arts Commission, March 2016, Cultural Equity and Inclusion Initiative: Literature Review. Available at https://www.lacountyarts.org/sites/default/files/pdfs/ceii_litrev_final.pdf.

⁴ DataArts, April 2017, The Demographics of the Arts and Cultural Workforce in Los Angeles County. Available at <https://www.lacountyarts.org/sites/default/files/pdfs/artsworkforcedemog2017.pdf>.

⁵ Since this report was completed the Ford Theatres have been established as a separate division of County government. The R&E division no longer collects or analyzes data related to their work.

⁶ Mixed methods means that both quantitative and qualitative data and analysis methods are utilized in a single study. Developmental evaluation is an approach where data are collected and analyzed while the project is ongoing rather than waiting until it is finished, so that lessons learned can be used to improve the project in real time.

⁷ These terms are often used interchangeably to refer to the same types of services. The Arts Commission now generally uses the term professional development (PD).

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