

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

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**Budget Request
For Fiscal Year 2023**

**Submitted to the Congress
March 2022**

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National Endowment for the Arts Budget Proposal

The National Endowment for the Arts (NEA) requests \$203.550 million in FY 2023 as outlined below and in the table on page 2. This FY 2023 budget request supports the NEA’s FY 2022-FY 2026 Strategic Plan framework as provided on page 43.

FY 2023 Budget Proposal	
Programmatic Funds – Funding grant programs such as <i>Grants for Arts Project</i> , <i>Challenge America</i> , and <i>Our Town</i> , and national initiatives such as NEA’s equity centered program, <i>Creative Forces®: NEA Military Healing Arts Network</i> , <i>Poetry Out Loud</i> , <i>NEA Big Read</i> , <i>Citizen’s Institute on Rural Design</i> , <i>Shakespeare in American Communities</i> , <i>Mayors’ Institute on City Design</i> , and the <i>Musical Theater Songwriting Challenge</i>	95,400,000
Programmatic Funds – Funding State & Regional Partnership Agreements	63,600,000
Program Support Funds – Funding Research contracts, panel reviews, and public outreach efforts	2,500,000
Salaries & Expenses Funds – Funding NEA operations including staff salaries and benefits, rent, IT modernization efforts, travel, supplies, and equipment	42,050,000
TOTAL	203,550,000

We appreciate the Administration’s and Congress’s support for the NEA as recognized by the \$75 million received in FY 2020 under the Coronavirus Aid, Relief and Economic Security (CARES) Act and \$135M received in FY 2021 under the American Rescue Plan (ARP) to preserve jobs and help support organizations forced to close operations due to the spread of COVID-19. We look forward to continuing to support organizations across America as they recover from the economic impacts of COVID-19, and provide communities the opportunity to experience the arts and exercise their creativity.

Budget Table
Fiscal Year 2023 Request – Appropriations Committee Format
(\$ in thousands)

	FY 2021		FY 2022	FY 2023	
	Enacted	FTE	Continuing Resolution	Request	FTE
Direct Endowment Grants					
Project Support	72,710			84,800	
Challenge America	<u>7,600</u>			<u>10,600</u>	
Subtotal	80,310			95,400	
State & Regional Partnerships					
Basic Plan Support	42,153			50,053	
Underserved	<u>11,387</u>			<u>13,547</u>	
Subtotal	53,540			63,600	
TOTAL PROGRAM	133,850			159,000	
PROGRAM SUPPORT	1,950			2,500	
TOTAL PROGRAM & PROGRAM SUPPORT	135,800			161,500	
SALARIES & EXPENSES	<u>31,700</u>	144 d/		<u>42,050</u>	164 d/
TOTAL a/b/	167,500 c/		167,500 e/	203,550	

a/ Excludes both unobligated balances brought forward at the start of each fiscal year and recovery of prior year unpaid/paid obligations during each fiscal year.

b/ Excludes gift funds and funds received from other federal agencies via interagency agreements.

c/ Excludes \$135M provided by the American Rescue Plan.

d/ Excludes 1 FTE in FY 2021 and 4 FTEs in FY 2023 funded by the American Rescue Plan.

e/ A full-year 2022 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Act, 2022 (Division A of P.L. 117-43, as amended). The amounts included for 2022 reflect the annualized level provided by the continuing resolution.

Overview

The National Endowment for the Arts, established by Congress in 1965, is an independent federal agency that is the largest funder of the arts and arts education in communities nationwide and a catalyst of public and private support for the arts. By advancing equitable opportunities for arts participation and practice, the NEA fosters and sustains an environment in which the arts benefit everyone in the United States. The agency partners closely with the nation's state and regional arts organizations, as well as with private entities, leveraging resources to provide more arts funding and arts programs across the country. Through its grant awards, strategic partnerships, and honorific awards, the NEA supports learning in and about the arts, celebrating the nation's rich and diverse cultural heritage, and promoting equitable access to the arts in every community in the United States.

The NEA's primary activities include grantmaking to nonprofit arts organizations, public arts agencies and organizations, and individual writers and translators. But it also is a national leader in the field and a convener on issues important to the arts community and people working at the intersections of arts and other fields such as health, community development, and education, among others. The NEA also disseminates important information, whether through groundbreaking arts-based research or through features on notable artists and arts organizations in communities nationwide through our blog, podcasts, *American Artscape* magazine, and social media. The NEA supports our nation by striving to make the arts accessible to all communities through grantmaking, partnerships, and research. Together, we will continue to bring meaningful arts experiences to all Americans, helping to ensure that everyone in the country has the opportunity to live artful lives.

The arts provide a space for us to create and express. Through grants given to thousands of nonprofit organizations each year, the NEA helps people in communities across America experience the arts and exercise their creativity. From visual arts to digital arts, opera to jazz, film to literature, theater to dance, to folk and traditional arts, healing arts and arts education, the NEA supports a broad range of America's artistic expression. More than 75 percent of the appropriation will be distributed as grants and awards to organizations and individuals across the country.

Since its inception, the NEA has made a significant contribution to art and culture in America. From early support for the Vietnam Veterans Memorial design competition to the Sundance Film Festival, from the Steppenwolf Theater to the American Film Institute, to Maya Lin and Wynton Marsalis, thousands of artists and arts organizations of all genres have received NEA grants during their formative years. The NEA has awarded more than 150,000 grants totaling more than \$5.5 billion dollars, leveraging up to nine times that amount through private philanthropies and local municipalities.

In addition to historically supported organizations, the NEA also funds an impressive list of current grantees from every artistic discipline representing every state and U.S. jurisdiction. NEA grantees and their stories are the stories of arts and culture in America. They reflect a diverse array of cultures, people, places, and ideas. Their stories showcase how the arts are a vital part of our everyday lives and how they play an integral role in America's industry, creativity, and productivity.

The NEA's Mission

The NEA is the independent Federal agency that works to provide people across America the opportunity to participate in and experience the arts. The NEA is the only funder, public or private, that provides equal access to the arts in all 50 states and every congressional district, the District of Columbia, and U.S. territories, supporting activities such as healing arts, arts education programs, performances, exhibitions, festivals, and artist residencies. NEA funding is project-based¹ and goes to thousands of nonprofit organizations each year, along with partnerships and special arts initiatives, research and other support that contribute to the vitality of our neighborhoods, engage our students and schools, and preserve our American culture.

Mission Statement

*The arts strengthen and promote the well-being and resilience of people and communities.
By advancing equitable opportunities for arts participation and practice,
the National Endowment for the Arts fosters and sustains an environment in which the arts
benefit everyone in the United States.*

The NEA mission is based on an abiding conviction that the arts play an integral role in our national life and public discourse. The first half of the statement refers to the NEA's deep-rooted investment in the artistic and creative assets throughout the country. The agency is committed to helping communities to leverage these assets more effectively as part of a comprehensive strategy to improve quality of life through the arts. The second half identifies the need to reach individuals with multiple channels for engaging with artistic excellence, thus improving the likelihood that Americans from all backgrounds will benefit directly from the NEA activities.

The NEA mission is to ensure all Americans have access to the arts no matter where they live. While the arts would continue to thrive in our biggest urban centers, access to the arts would evaporate in many other parts of the country if not for the NEA. A review of the funding for the arts by the top 1,000 private foundations shows that those private dollars do not reach 65 percent of American counties. In contrast, the NEA is in 773 more counties than private foundations. That is 25 percent of America where the NEA provides funding and the top 1,000 private foundations do not.

¹ A waiver was provided in the Consolidated Appropriations Act, 2021, to allow grant recipients from FY 2019 to FY 2021 to use funding for general operations in order to assist arts and cultural organizations in recovering from the economic impacts of COVID-19. Likewise, funding provided in the CARES Act and the American Rescue Plan was available to support general operations.

Priorities and Budget Highlights

In FY 2023, consistent with the Administration's priorities and the agency's Strategic Plan, the NEA will focus its efforts within the following four areas:



Rebuild the Creative Economy

The Arts – A Key Segment of the U.S. Economy

The arts and cultural industries remain among the hardest hit by the economic crises inflicted by COVID-19. The \$75 million received in FY 2020 under the Coronavirus Aid, Relief and Economic Security (CARES) Act and \$135M received in FY 2021 under the American Rescue Plan are helping arts organizations rebuild and reopen. Support for arts is crucial not only as a means to provide communities the opportunity to experience the arts and exercise their creativity, but support for the arts is crucial as the arts are a key segment of the U.S. economy. New data released by the NEA and the Department of Commerce’s Bureau of Economic Analysis (BEA) describe the national and state-level contributions of the arts and cultural sector to the nation’s gross domestic product in 2019. These data show the sector as thriving just before the pandemic struck. The NEA and BEA’s [most recent estimates](#) demonstrate the long-term contributions of the arts to the nation’s gross domestic product (GDP). Among the new findings released on March 30, 2021 are:

- The arts and cultural production contributed more than \$919.7 billion to the U.S. economy in 2019, representing 4.3 percent of the GDP.
- Over 5.2 million workers were employed in the production of arts and cultural goods, receiving more than \$447 billion in compensation.
- The arts and cultural production trended positively between 2017 and 2019 with an average growth rate of 3 percent.
- The U.S. exports roughly \$33 billion more in arts and cultural goods and services than it imports, resulting in a trade surplus.

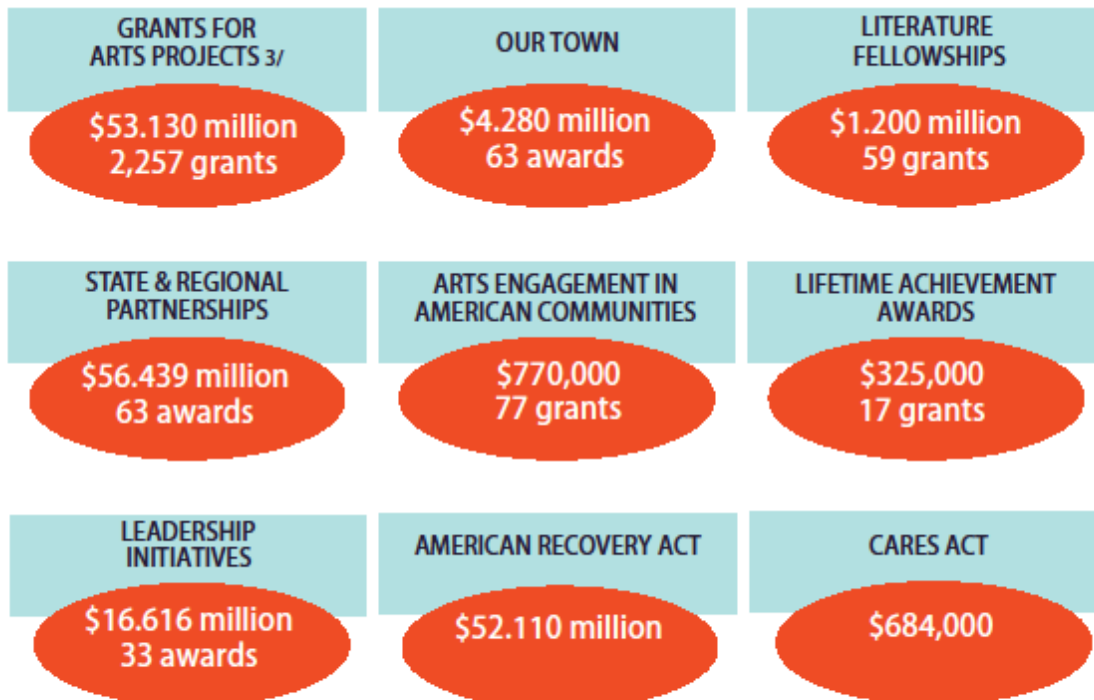
On a state level, the arts and cultural sector added \$72.8 billion to the economies of rural states—i.e., states in which 30 percent or more of the population live in rural areas, equaling 18 states.

Grantmaking and Reaching Rural and Underserved Areas

In FY 2021, the NEA awarded 2,569 programmatic awards, including 2,544 grants, 19 cooperative agreements, and 6 interagency agreements using its appropriated funds. The following graphic provides additional details on our grantmaking in FY 2021.

2021 GRANTMAKING

**FY2021 APPROPRIATION: \$167.5 MILLION
+ AMERICAN RESCUE PLAN: \$135 MILLION**
2,569 PROGRAMMATIC AWARDS / \$186 MILLION AWARDED 1/2/



1/ Excludes gift funds and interagency funding received from other federal agencies.

2/ Funding amounts include amendments to prior year awards processed in FY 2021; award numbers do not include these amendments. For American Recovery Act and CARES Act, amendments were processed to prior year awards to SAAs, RAOs, and LAAs.

3/ Includes Grants for Arts Projects and Research Grants in the Arts.



Estimates as of September 2021

The NEA awards grants to organizations for exemplary projects supporting public engagement with, and access to, various forms of excellent art across the nation, the creation of art that meets the highest standards of excellence, learning in the arts at all stages of life, and the

integration of the arts into the fabric of community life. Projects may be large or small, existing or new, and may take place in any part of the nation's 50 states, the District of Columbia, and U.S. territories. Typical projects include the documentation and preservation of significant artworks or cultural traditions, the presentation of performances or exhibitions at home or on tour, commissioning and development of new work, arts education projects for prekindergarten through 12th-grade students, the publication and dissemination of work important to the field, and the professional training of artists.

The NEA's core grant programs include both direct endowment grants and state and regional partnerships.

Funding for the agency's direct endowment grants supports the following:

- *Grants for Arts Projects*, a grant program that supports public engagement with, and access to, various forms of art across the nation, the creation of art, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life.
- *Challenge America*, a grant program that helps the agency carry out its commitment of ensuring a direct grant in every Congressional district. These grants enable organizations, particularly those that are small or mid-sized, to extend the reach of the arts to underserved populations—those whose opportunities to experience the arts are limited by geography, ethnicity, economics, or disability.
- *Research Grants in the Arts*, a grant program that supports research that investigates the value and/or impact of the arts, either as individual components within the U.S. arts ecology or as they interact with each other and/or with other domains of American life.
- *NEA Research Labs*, which funds transdisciplinary research teams grounded in the social and behavioral sciences, yielding empirical insights about the arts for the benefit of arts and non-arts sectors alike.
- *Our Town*, a grant program that supports creative placemaking projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes.
- *NEA Literature Fellowships* awarded to published creative writers and translators.
- *Lifetime Honors* including the NEA Jazz Masters Fellowships, the highest honor that our government bestows on jazz musicians and advocates; the NEA National Heritage Fellowships, recognizing the recipients' artistic excellence and supporting their continuing contributions to our nation's traditional arts heritage; and the National Medal of Arts, awarded by the president of the United States to individuals or groups who are deserving of special recognition by reason of their outstanding contributions to the excellence, growth, support, and availability of the arts in the United States.
- *Signature leadership initiatives*, such as the *Creative Forces®: NEA Military Healing Arts Network*, *Poetry Out Loud*, *NEA Big Read*, and *Shakespeare in American*

Communities, which extend the reach of the agency through partnerships with State Arts Agencies (SAAs) and Regional Arts Organizations (RAOs).

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

In 2021, the NEA reached even more underserved constituencies, encouraging applications from institutions serving Hispanic and African American populations, American Indian and Alaska Native tribes and tribal colleges and universities, and Asian American and Pacific Islander communities. We will continue to reach out and bring the arts to those populations who are limited by geography, ethnicity, economics, or disability.

Highlights of the NEA's reach include:

- Annually recommending a grant award in all 50 states and every Congressional district.
- The majority of NEA grants go to small and medium-sized organizations (budgets less than \$2 million), which tend to support projects that benefit audiences that otherwise might not have access to arts programming.
- 43% of NEA-supported activities take place in high-poverty neighborhoods.
- 35% of NEA grants go to organizations that reach underserved populations such as veterans, people with disabilities, and people in institutions.
- More than half of NEA-funded art events take place in locations where the median household income is less than \$50,000.

NEA-funded arts activities are as diverse as the places that foster them. The following are just a few of the projects funded in FY 2021:

In Independence, Kansas, William Inge Festival Foundation received a \$15,000 grant to support playwright residencies and related educational partnerships with local rural school districts. The residencies will culminate in a week-long play development workshop with professional guest artists. The project also will provide opportunities for residency participants to partner with local teachers and develop playwriting instruction that will support the in-class curriculum, while providing students with tools to explore their own voices and experiences through theatrical storytelling.

In Frankfort, Kentucky, Josephine Sculpture Park, Inc., received a \$20,000 grant to support an artist residency program for visual artists and related public programming. Artists from Kentucky and across the United States will be provided with housing and studio facilities, as well as installation and exhibition opportunities. Artists will engage the local rural audience through community workshops, lectures, artist talks, and informal interactions with visitors. A partnership with Kentucky State University, a historically Black university, will enable students to engage with the residency program as interns and volunteers.

In **Dillion, Montana, Art Mobile of Montana** received a \$20,000 grant to support a traveling exhibition and visual arts education program featuring original artwork by Montana artists. Works of art will be displayed and art-making activities for students will be offered in a range of mediums, accompanied by presentations from the artists. The program will provide resources for teachers in schools throughout the state with a focus on rural locations, including Native American reservations. Some activities may take place virtually.

In **Mount Morris, New York, Genesee Valley Council on the Arts** received a \$20,000 grant to support multidisciplinary arts activities throughout a rural eight-county service area, including arts education workshops and related outreach activities. Workshop participants will include migrant farmworkers and their families living and working on farms in western New York. The workshops will culminate in virtual and public exhibitions, presentations, and performances.

NEA grants provide a significant return on investment of federal dollars. Historical review of final reports filed by grantees suggest that each \$1 awarded by the NEA in direct grants to nonprofit organizations will leverage \$9 from non-federal sources.

Support for States for Projects that Benefit Local Communities

The NEA extends its influence through SAAs and RAOs, ensuring that programs reach even the smallest communities in remote rural areas. Historically, 40 percent of the NEA's grantmaking funds are allocated to the 50 states, six special jurisdictions, and six RAOs. In addition, the NEA provides funding for the SAAs and RAOs above the 40 percent to support arts education and folk and traditional arts projects, as well as SAA participation in the *Poetry Out Loud* initiative. State governments match the federal NEA grant dollars to create additional investments that support programs and initiatives that respond to constituent needs in arts education, organizational and community development, preservation of diverse cultures, and providing access to the arts. In recent years, more than 4,400 communities have been served annually through grants made possible by partnership agreements with SAAs and RAOs.

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

CARES Act Funding Supporting Arts Jobs and Sustaining Arts Organizations

Congress appropriated \$75 million to the NEA through the CARES Act to preserve jobs and help support organizations forced to close operations due to the spread of COVID-19. Of the \$75 million, the NEA awarded 855 direct grants totaling \$44.5 million to nonprofit arts organizations located in every state, the District of Columbia, and Puerto Rico. These nonmatching funds support staff salaries, fees for artists or contractual personnel, and facilities costs. The NEA received more than 3,100 eligible applications requesting \$157 million for the \$44.5 million available for direct assistance.

These awardees represent the diverse nature of arts organizations around the country. Overall funding is divided nearly evenly between small, medium, and large arts organizations.

CARES Act Direct Grant Awards by Organization Size

Organization Size	Percent	Budget Size Category	Percent
Small	32%	Less than \$250K	16%
		\$250K – LT \$500K	16%
Medium	36%	\$500K – LT \$2M	36%
Large	32%	\$2M+	32%

Additionally, the NEA awarded \$29.7 million directly to SAAs and RAOs to distribute through their funding programs. The NEA anticipates that together those entities will make between 4,200 and 5,600 awards.

Recognizing the urgency of the funding, the NEA pursued expediency in making awards, while maintaining the agency’s reputation for organizational excellence. Just 12 days after the CARES Act legislation was signed into law, the NEA posted guidelines for direct funding applicants. In less than three weeks, the agency had announced awards to state arts agencies and regional arts organizations. By September 2020, all 855 direct grants had been awarded.

American Rescue Plan Funding Supporting Recovering from COVID-19

In March 2021, Congress appropriated and President Biden signed the American Rescue Plan which includes funding for the NEA to support organizations and jobs in the arts sector that have been impacted by the pandemic. The arts community has endured some of the highest rates of unemployment. While the national unemployment rate for the fourth quarter of 2020 was approximately six percent, the rate for dancers/choreographers was 77.8 percent; actors, 47.6 percent; and musicians, 21.5 percent. The \$135 million allocated for the NEA in this historic legislation represents a significant commitment to the arts and a recognition of the value of the arts and culture sector to the nation’s economy and recovery.

Similar to the CARES Act, the NEA followed a course to award these funds quickly to support arts organizations and communities struggling in the wake of COVID-19, while delivering effective and equitable relief and being vigilant stewards of these funds. The NEA developed guidelines and application materials for the competitive funding process. The goal was to craft a process that centered equity and access, reducing barriers to accessing funding and engaging arts communities that might be new to federal funding. We encouraged applications from a variety of eligible organizations including: organizations that serve historically underserved populations such as those whose opportunities to experience the arts are limited by ethnicity, economics, geography, or disability; organizations with small and medium-sized budgets; organizations from rural to urban communities; and organizations that may be applying for federal support through the NEA for the first time.

American Rescue Plan funding, which did not require cost share/matching funds from grantees, has been awarded in three phases.

- On April 29, 2021, the NEA announced \$52.110 million in funding to 62 state and jurisdictional arts agencies and regional arts organizations. Maintaining the historical allocation of 60 percent of programmatic funding for direct grant programs and 40 percent for State and Regional Partnership Agreements, this \$52 million was directed to the state, jurisdictional, and regional arts organizations for regranting through their respective funding programs. Each state and jurisdictional arts agency will determine its own processes and timing for awarding these funds based upon the needs of their constituents.
- On November 18, 2021, the NEA announced the recommendation of \$20.200 million to 66 local arts agencies through the agency's American Rescue Plan's Grants to Local Arts Agencies for Subgranting program. These awards – in fixed amounts of \$150,000, \$250,000, or \$500,000 based on the applicants request – recognize the central role local arts agencies play in supporting artists, enhancing the quality of life in their communities, and increasing public access to the arts. Local arts agencies are valued partners of the NEA, greatly extending our reach and impact to assist communities responding to the economic and health effects of the COVID-19 pandemic.
- On January 27, 2022, the NEA announced the recommendation of \$57.750 million to 567 arts organizations through the agency's American Rescue Plan's Grants to Organizations program. These awards are being made as one-time grants to eligible organizations including nonprofit arts organizations, local arts agencies, arts service organizations, units of state or local government, federally recognized tribal communities or tribes, and a wide range of other organizations that can help advance the goals of this program. Applicants requested a fixed grant amount for: \$50,000, \$100,000 or \$150,000.

The NEA has received over 7,500 grant applications for the two direct grant funding opportunities, American Rescue Plan's Grants to Local Arts Agencies for Subgranting program and American Rescue Plan's Grants to Organizations program. For context, this is about four times more than grant applications the agency received under a *Grants for Arts Projects* FY 2022 funding opportunity. Among the NEA's direct grants alone (567 ARP Grants to Organizations awards and 66 ARP Local Arts Agency awards), 20 percent are going to organizations in rural (non-metropolitan) and small metropolitan communities, and 27 percent represent first-time grantees. Together, these grants are projected to create over 270,000 jobs.

The above stats are a testament to the success of the NEA's extensive public engagement related to the funding opportunities for the American Rescue Plan. Support provided included:

- For the first time, grant guidelines were translated into [Spanish](#) and [Chinese](#) for both funding opportunities.
- 34 webinars and workshops, hosted by the NEA, nonprofit partners, and Congressional offices, attracted more than 5,400 attendees in 6 weeks.
- NEA hosted biweekly Q&A sessions open to the public, which attracted 40-100 people per session.
- Boosted two ARP Facebook posts for one week each, resulting in more than 1.5 million impressions and 25,000 engagements.

- [FAQs](#) were created and posted on the NEA website for both funding opportunities.
- Technical assistance videos were created for the following:
 - [Ask a Specialist About Eligibility Guidelines](#)
 - [Ask a Specialist About Local Arts Agencies Subgranting](#)
 - [Ask a Specialist About Submitting Part 1 of the Application](#)
 - [Ask a Specialist About Submitting Part 2 of the Application](#)
 - [Ask a Specialist About Allowable Costs](#)
 - [Ask a Specialist About Project Budgets](#)
 - [Ask a Specialist About Proposal Descriptions](#)
 - [Ask a Specialist About Review Criteria](#)

Heal the Nation

Supporting Arts Learning

As families and educators ready children to go back to school, the NEA recognizes the important role of arts education in educating, engaging, and empowering youth. The NEA also understands that families and schools are dealing with uncertainties and the residual disruption from the previous year. Arts education can help to address these challenges by supporting the social and emotional learning needs of students, helping them to succeed both in and out of school. To assist in this effort, the NEA developed a “[Back to School](#)” webpage including information on the importance of arts education on wellness, resources that can support the advancement of arts education in communities across the country, and stories and interviews on the ways arts education can provide students with outlets for expression and growth, while also helping to close the opportunity gap and help students thrive.

Nancy Daugherty, NEA’s Arts Education Team Leader, stated in her blog post [The Importance of Heading Back to School with Arts Education](#): "The arts can play a crucial role for students and educators, especially in addressing healing and trauma. Through research we know that participation in the arts can support the social and emotional learning needs of students, including teaching emotional regulation and compassion for others. They can also provide an outlet for students to process their emotions following trauma so they can begin the healing process and build resiliency."

The NEA’s arts education grant program is focused on prekindergarten through 12th-grade students, the educators and civic leaders who support them, and the schools and communities that serve them. The agency’s funding is focused on providing dance, music, theater, visual arts, literary arts and media arts education for all students and closing the opportunity gap for students who have the least arts education access. Data shows that students from low socioeconomic backgrounds, as well as students of color, are more likely to attend schools without arts education programs. Arts education plays a significant role in equalizing educational opportunities; students with an education rich in the arts have higher GPAs and standardized test scores, lower drop-out rates, and even better attitudes about community service—benefits reaped by students regardless of socioeconomic status.² The agency’s arts education grants are extremely significant as close to 80 percent of funded arts education projects grants directly engage underserved populations.

- The NEA’s [direct learning grants](#) increase student knowledge and skills in the arts, helping them reach their full potential. Trends across recommended direct learning projects include removing barriers to arts participation for youth in low socioeconomic neighborhoods; providing opportunities for urban and rural youth to increase arts skills and knowledge over multiple years of programming; addressing the impact of trauma on youth; building partnerships with parents/guardians and the local community; and supporting high school graduation and college readiness efforts.

² National Endowment for the Arts, *The Arts and Achievement in At-Risk Youth: Findings from Four Longitudinal Studies* (2012).

In **Savannah, Georgia, Deep Center, Inc.**, received a \$55,000 grant to support a free creative writing literacy program for middle and high school youth from underserved communities. After-school workshops for students (including students involved in the courts), led by professional teaching writers, will include instruction in creative writing skills, one-on-one mentoring, apprenticeships, and feedback sessions. Student work will be featured in printed anthologies and performed at public readings, poetry slams, and book launch events. Savannah State University, a historically Black university, will serve as a project partner.

In **New Orleans, Louisiana, Make Music NOLA** received a \$10,000 grant to support instrumental music education for students in underserved neighborhoods in New Orleans. Teaching artists will provide year-round instruction to advanced strings students, including group violin classes, a fiddle class, orchestra, and chamber ensemble. The curriculum will feature local music, including Creole folk tunes, classical music arrangements by composers of color from the South, traditional New Orleans standards, and Cajun fiddle tunes. Students will have the opportunity to perform at events throughout the city.

In **St. Paul, Minnesota, In Progress** received a \$25,000 grant to support Living Histories, a media arts education project serving Native American youth. Participating students will receive arts instruction in digital storytelling from teaching artists, learn Indigenous history and culture, and develop an understanding of how to view artwork through the lens of their cultural aesthetic.

In **St. Louis, Missouri, St. Louis Classical Guitar** received a \$45,000 grant to support Guitar Horizons, a classical guitar education program. Professional teaching artists will provide weekly classical guitar instruction and performance opportunities to students. School music teachers will be paired with teaching artists and receive training in the Austin Classical Guitar Society's model classical guitar curriculum. New works will be commissioned by Black composers and premiered at Harris-Stowe University, a historically black college. Program activities will be focused on schools in underserved neighborhoods of the Ferguson-Florissant School District and St. Louis Public Schools.

- The NEA's professional development projects build the capacity of urban and rural classroom teachers and teaching artists to effectively teach and measure student learning in the arts. Professional development includes summer institutes, on-site workshops over the course of the school year, ongoing meetings of small groups of educators to share effective practices, and webinars.

In **New York, New York, Studio in a School Association, Inc.**, received a \$45,000 grant for the creation of a new visual arts instruction model framed in culturally relevant and multicultural approaches. Through year-long residencies with teaching artists and professional development for educators, Studio in a School will develop, implement, and test instructional resources focused on historical and contemporary artists and artworks, as well as units of instruction influenced by student insights into their community and cultural heritage.

In **Provo, Utah, Brigham Young University** received a \$40,000 grant to support the development of culturally responsive Native American educational materials and collaborative professional development, engaging Native artists with classroom teachers. The Native American Curriculum Initiative, a collaboration among BYU Arts Reaching and Teaching in Schools Partnership, Utah Division of Arts and Museums, and representatives from Utah's Native American tribes, is designed to teach children about Native people and their history and culture through the arts. Project partners will create individual and shared professional development for school teachers and Native artists, provide culturally accurate instructional materials informed by Utah's tribes for elementary school classrooms, and enlist Native artists from the state arts agency's Native American Teaching Artist Roster to perform and present at a summer conference. These activities will "bring awareness and visibility of Indigenous cultures into educational settings; provide reviewed and approved culturally accurate materials; and form equitable relationships which foster educational parity, mutual respect and social justice."

- The NEA collective impact projects transform schools and communities by providing access and engagement in the arts through collective, systemic approaches. Projects aim to ensure that *all students* across entire neighborhoods, schools, school districts, and states—in communities of all sizes—participate in the arts. Collective Impact grants are higher award amounts for longer-term, large-scale projects that create lasting systems change tailored to community needs, fundamentally altering the ways in which the components and structures of a system behave and interact.

In **Oroville, California, Butte County Office of Education** received a \$100,000 grant to support an arts education collective impact initiative in Northern California. Informed by participation in the North State Arts Education Consortium, a regional partnership of North State counties, and a statewide rural arts network, the initiative is intended to increase access to arts education for students in rural areas. A community arts team comprising business leaders, government officials, arts organizations, and educators will be formed and will work to collect and analyze data related to arts education opportunities and community resources. Consultants will work with project partners to develop and implement action plans for three rural school districts, including professional development in arts integration for teachers and teaching artists.

In **Newark, New Jersey**, the **Newark Arts Council** received a \$100,000 grant to support an arts education collective impact project. District arts educators will receive professional development focusing on the value of the arts in trauma-informed learning environments. Classroom teachers, arts teachers, behavioral health workers, and parent engagement specialists will convene to document and disseminate teaching strategies that combine trauma-informed care and arts education. The initiative will build on a cross-sector collaboration between Arts Ed Newark and various community partners, in which arts education and healthcare professionals integrate the arts into care for youth affected by trauma.

In addition, the NEA implements an ambitious strategy to ensure every student is engaged through an excellent arts education that combines grantmaking with national and state leadership, and data and research initiatives. For example:

- Through a cooperative agreement with Education Commission of the States, which is jointly funded by the US Department of Education, the NEA provides annual support for the Arts Education Partnership (AEP), the nation’s hub for arts and education leaders, building their leadership capacity to support students, educators and learning environments. Guided by its strategic mission, AEP gathers and compiles information that helps arts and education leaders improve practice, build effective partnerships and inform policy; issues relevant and timely reports, providing concise, factual overviews and analysis on priority arts and education issues; provides unbiased advice and consultation on arts and education policy and practice; and brings arts and education leaders together locally, within their states and nationally to interact, collaborate and learn from each other.

In response to the growing need for tools to help arts and education leaders navigate the impact of the COVID-19 outbreak, AEP compiled relevant content to support the arts education field. In addition, AEP coordinated the AEP Equity Working Group, bringing together arts and education organizations committed to advancing equity to gather, study and share models of practice and lessons learned on the topic of equity in arts education. These efforts exemplify the ability of AEP to both lead the field and respond to immediate needs and challenges.

- To promote more and better information in young people’s access to and participation in arts education, the NEA, in collaboration with Education Commission of the States, released a groundbreaking suite of resources as part of the State Data Infrastructure Project for Arts Education (SDIP). SDIP, an initiative to help stakeholders extract, analyze and report on data about arts education, includes case studies of how education leaders in California, New Jersey, and Texas are harnessing state education data systems to improve arts education access and opportunities; a five-part technical toolkit on how to mount a state arts education data initiative; and, a summary of lessons that emerged from technical assistance provided to states across the country.
- The NEA provides annual support for a Professional Development Institute for State Arts Agency arts education managers, which provides meaningful leadership development and technical assistance for this diverse field. In addition, the agency awards an annual leadership grant to the State Education Agency Directors of Arts Education, which consists of those persons at state education agencies whose responsibility is education in the arts.

Research on the Art of Reopening During COVID-19

In January 2021, the NEA issued *The Art of Reopening; A Guide to Current Practices Among Arts Organizations During COVID-19*. Based on in-depth interviews with nine arts organizations representing various artistic disciplines, budget sizes, and geographic regions, as well as from surveys of national service organizations in the arts, document scans, and interviews with arts management consultants, the NEA’s Office of Research & Analysis

identified common practices among arts groups that successfully have reopened their doors to audiences or visitors during the COVID-19 pandemic.

In addition to grant funding, the NEA is committed to continuing to provide research and technical assistance to the arts field to assist in the recovery from impacts of the pandemic.

***Creative Forces*®: NEA Military Healing Arts Network**

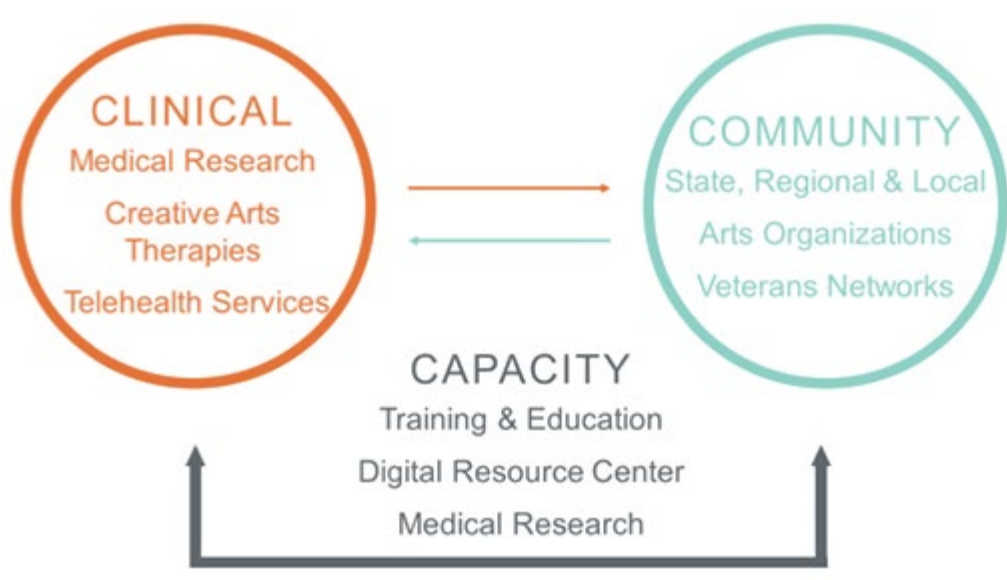
Creative Forces®: NEA Military Healing Arts Network is an initiative of the NEA in partnership with the U.S. Departments of Defense and Veterans Affairs, and state and local arts agencies that seeks to improve the health, wellness, and quality of life for military and veteran populations exposed to trauma, as well as their families and caregivers.

The program places creative arts therapies at the core of patient-centered care at clinical sites throughout the country, including telehealth services, and increases access to community arts activities to promote health, wellness, and quality of life for military service members, veterans, and their families and caregivers. *Creative Forces* is managed in partnership with Americans for the Arts, the Henry M. Jackson Foundation for the Advancement of Military Medicine, and Mid-America Arts Alliance.

We are building a national network of care and support for trauma-exposed service members, veterans, and their families and caregivers.

The program has three components:

- **CLINICAL** – *Creative Forces* is placing creative arts therapies at the core of patient-centered care at military medical facilities, including telehealth delivery of care for patients in rural and remote areas. In clinical settings, creative arts therapists provide art, music, and dance/movement therapies, as well as therapeutic writing instruction, for military patients and veterans.
- **COMMUNITY** – *Creative Forces* provides community-based arts opportunities for military and veteran populations and their families around clinical site locations, as well as via virtual arts engagement. These networks extend support for current and former creative arts therapies’ patients and their families as they transition from treatment in a clinical setting to arts programming in their community.
- **CAPACITY** – *Creative Forces* invests in capacity-building efforts, including the development of toolkits, training materials, and other resources to support best practices in serving the target populations. In addition, *Creative Forces* is investing in research on the impacts and benefits—physical, social, and emotional—of these innovative treatment methods.



The initiative was launched in response to a growing need in our country to address traumatic brain injury (TBI) and post-traumatic stress disorder (PTSD). Research shows that in the United States an estimated 2.8 million people sustain a TBI annually and eight million have PTSD. More than 500,000 men and women of our armed services are living with TBI or PTSD, including 10-20 percent of all service members deployed to Iraq and Afghanistan. TBI and PTSD are known to contribute to depression, and to the estimated 20 suicides committed by veterans each day.

Creative Forces has supported research and evaluation on how creative arts therapies have helped service members deal with trauma as part of an integrated care model. We have monitored how these interventions make a difference in people’s lives that medicine alone could not achieve. As a result, the program has expanded to include support for trauma-exposed military-connected populations in both clinical and community settings.

The NEA currently funds creative arts therapists, equipment, and supplies at 12 clinical sites across the nation, plus telehealth services from multiple sites. Through *Creative Forces*, creative arts therapists will provide an estimated 19,000 clinical encounters, and serve approximately 3,200 new patients every year, with additional reach to rural and remote places provided via the telehealth component. In 2020, *Creative Forces* partnered with the VA Office of Rural Health and the North Florida/South Georgia VA Health System to expand access to the creative arts telehealth therapies. In partnership with the Rural Veterans Telerehabilitation Initiative, *Creative Forces* has expanded to three additional VA sites. Each site hired two Creative Arts Therapists to deliver telehealth-based services, one funded by the VA and the other funded by *Creative Forces*.

<i>Creative Forces Clinical Sites</i>	
Joint Base Elmendorf-Richardson (JBER), Anchorage, AK	G.V. (Sonny) Montgomery VA Medical Center, Jackson, MS
Fort Carson, CO	Marine Corps Base Camp Lejeune, Jacksonville, NC
James A. Haley Veterans' Hospital, Tampa, FL	VA Northeast Ohio Healthcare System, Cleveland, OH
North Florida/South Georgia Veterans Health System, Gainesville, FL	Fort Hood, TX
Richard L. Roudebush VA Medical Center, Indianapolis, IN	Fort Belvoir, VA
National Intrepid Center of Excellence (NICoE) at Walter Reed, Bethesda, MD	Joint Base Lewis-McChord, Tacoma, WA

In September 2021, the NEA launched a national sub-granting program to support community engagement activities for military and veteran populations that have been exposed to trauma. The new grant program is open to any eligible organization from across the country. Up to 35 grants per year are expected to be supported by this new program, which will include community-level data collection to measure the tangible benefits and impacts of these efforts.

The initiative continues agency investments in research on the impacts and benefits—physical, emotional, social, and economic—of creative arts therapies as innovative treatment methods for military and veteran-connected populations who have been exposed to trauma. [Key clinical research findings](#) associated with *Creative Forces*-supported research indicate that creative arts therapies can:

- Enable recovery from traumatic experiences through meaning-making, positive framing, and verbal processing.
- Reduce symptoms associated with PTSD, including flashbacks and nightmares, and interrupted sleep.
- Improve awareness and tolerance of PTSD/TBI symptoms such as hypervigilance, pain, and stress.
- Encourage development of healthy independent coping mechanisms through creation of a safe environment and therapist/patient rapport.
- Channel aggressive behaviors and provide a means to address anger and anxiety through creative expression and improved self-regulation.
- Foster the ability to experience hope and gratification, and increase confidence through strengths-based rehabilitation.
- Reduce isolation and stigma through meaningful interaction with others and improved communication with family, peers, and providers.

Capacity-building efforts also continue to expand. The Creative Forces National Resource Center was launched in July 2020. The [National Resource Center](#) provides online capacity-building support for the initiative. Features and services of these online support tools will help manage knowledge distribution; support consistent delivery of clinical treatment; coordinate

research; facilitate data collection; and, support training and collaboration efforts for stakeholders across clinical and community efforts to support our military and veteran-connected populations.

Arts and Culture Unite People to Work Toward Community Well Being

Social cohesion is a basic requirement of healthy communities, especially now since the COVID-19 pandemic has inflicted trauma and exposed social, racial, and health inequities across the country. A new report published in April 2021, [*WE-Making: How Arts & Culture Unite People to Work Toward Community Well-Being*](#), shows that place-based arts and cultural practices, or creative placemaking, can help grow social cohesion to encourage community well-being.

Developed with support from the NEA, The Kresge Foundation, and other funders, *WE-Making* breaks new ground by synthesizing research from different areas of study along with on-the-ground experiences of artists and researchers, practitioners in community development, and advocates for health equity. The report distills that information into key terms and concepts that together demonstrate that social cohesion nurtures coordinated community organizing and can lead to increased community well-being.

Among the findings of the *WE-Making* report are:

- Place-based arts and cultural practices do grow social cohesion for community well-being, while presenting opportunities for further research and investment.
- Community well-being is not restricted to mental and physical health but encompasses individual benefits, such as happiness and communal creative responses to trauma and racism.

Creative Placemaking Transforming Communities

The NEA's [*Our Town*](#) grant program supports creative placemaking projects that help to transform communities into lively, beautiful, and sustainable places with the arts at their core. [*Creative placemaking*](#) refers to the process in which artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work such as land-use, transportation, economic development, and housing. NEA funding supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place. Awarded grants represent a mix of urban, tribal, suburban, and rural communities.

Our Town grants support a range of arts engagement, design, and cultural planning projects that encompass nearly every artistic discipline at the NEA. Communities are turning to the arts and cultural sector to bring new attention to key community assets and issues, connect people with place, and inject new energy and creative problem solving with a focus on the future. *Our Town* grants promote cross-sector partnerships and systems change, paving the way for long-term sustained support and recognition of arts and culture as integral to every phase of community development.

All *Our Town* grant awards are made to partnerships that consist of at least one nonprofit organization and a local government entity. Each grant speaks to the role of arts practitioners and partners in improving the quality of life across a range of geographies and community

types. Many communities have used these grants to support multi-partner, anchor investments in their communities' future, with the projects' artistic and creative interventions addressing a wide range of community challenges, such as improving public safety, stimulating the local economy, promoting healthier living, and strengthening transit access and public space.

An overwhelming number of applicants put forth proposals for support in FY 2021 with powerful visions for how arts, culture, and design can light a path toward reconciliation and meaningful change, often by elevating marginalized or erased narratives and centering the experience of communities of color. For example:

In **Minneapolis, Minnesota, Pangea World Theater** received a \$100,000 grant to support community theater workshops, artist training, and public art focused on the Lake Street corridor of Minneapolis where local businesses sustained extraordinary damage in the wake of the protests and riots. As many as ten artists will participate in creative placemaking and community engagement training with a focus on racial justice. The artists will lead theater workshops and facilitate story circles that invite community members to reflect on their experiences with the COVID-19 pandemic and recent social unrest. The community engagement will inform an interactive installation and a site-specific, multimedia public performance, as well as a series of other arts events. In partnership with the Minneapolis Office of the Arts, Culture and the Creative Economy, the Lake Street Council, and the Native American Community Development Institute, the theater will elevate local perspectives on the pandemic, uniting the community to heal and rebuild.

In **Summer, Mississippi, the Emmett Till Memorial Commission of Tallahatchie County, Inc.**, received a \$100,000 grant to support community planning, design workshops, and architectural drawings for a memorial honoring Emmett Till at Graball Landing in Sumner, Mississippi. In partnership with the Tallahatchie County Board of Supervisors and MASS Design Group, a memorial planning committee will include Till family members, artists, and local and statewide partners. Through artist and designer-facilitated conversations, residents will be engaged in the planning activities. The design process will serve as a model for other communities confronting past racial atrocities, and result in a communal memorial space for reflection and dialogue.

Another significant trend among recommended projects in FY 2021 is the reassertion of Indigenous culture and history through a variety of approaches elevating its presence in the built environment. These projects, along with others that demonstrate deep partnerships with Indigenous communities, will establish new models and approaches for acknowledging Indigenous culture and including Indigenous perspectives as ongoing practices in the development of our nation's communities. For example:

In **Anchorage, Alaska, the Anchorage Museum Association** received a \$100,000 grant to support public art installations, architectural design fees, and creation of a new Indigenous font. The project will increase visual representation of Dena'ina culture in the built environment of Anchorage. In partnership with the Municipality of Anchorage, Indigenous-led design firm SALT, and Alaska Pacific University's Office of Research and Community Engagement, local artists and designers will collaborate with residents to develop temporary and permanent public art installations that utilize local materials and

establish a more culturally inclusive and representative architectural identity in downtown Anchorage.

In **Olympia, Washington**, the **Nisqually Indian Tribe** received a \$50,000 grant to support carving workshops and a public art installation in Nisqually State Park in Washington State. Workshops will be led by a master carver on the Nisqually Indian Reservation, culminating in the installation of a Welcome Figure, a traditional Coast Salish symbol representing an invitation to mutual respect. The project will build on comprehensive planning efforts to incorporate Nisqually culture in the newly designated Nisqually State Park. In partnership with PARC Foundation of Thurston County and Washington State Parks, the tribe will create cultural opportunities for tribal youth and increase awareness of their culture and history in the new state park, paving the way for the inclusion of Indigenous art installations and cultural events on public lands throughout the state.

Research into the Value and Impact of the Arts

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

- In October 2020, the NEA released [*Arts Strategies for Addressing the Opioid Crisis: Examining the Evidence*](#). In its first-ever report addressing the nation’s opioid crisis, the NEA finds that incorporating music into treatments for opioid use disorder can have significant, positive effects for patients. The report centers on arts integration in pain management and in the prevention and treatment of substance use disorder (SUD), including opioid use disorder. The report examines studies and programs that demonstrate the arts’ role in improving physical symptoms, psychological health, and personal relationships. Although this report was commissioned before COVID-19 erupted, it is especially timely given multiple news accounts have suggested an increase in opioid-related deaths due in part to isolation and lack of access to treatment during the pandemic.
- In April 2020, the NEA released [*Envisioning the Future of Theater for Young Audiences*](#) recognizing the benefits of theater experiences in developing creative, adept, and resilient young people. The report was prepared in partnership with the national association Theatre for Young Audiences/USA (TYA/USA). It follows a June 2019 meeting convened by the NEA, TYA/USA, and Theatre Communications Group to tackle some of the structural and societal challenges facing the field and consider ways to overcome those challenges. While the country copes with the ravages of COVID-19 and begins to think about what a post-pandemic world might look like, it is worth considering how best to shape a sustainable future for the field of theater for young audiences.

The NEA’s *Sound Health Network (SHN)* is a partnership of the NEA with the University of California, San Francisco in collaboration with the National Institutes of Health (NIH), the John F. Kennedy Center for the Performing Arts, and Renée Fleming, the center’s artistic advisor.

SHN aims to expand knowledge and understanding of how listening to, performing, or creating music involves intricate circuitry in the brain that could be harnessed for health and wellness applications in daily life; explore ways to enhance the potential for music as therapy for neurological disorders; identify future opportunities for research; and create public awareness about how the brain functions and interacts with music.

Now in its fifth year, *NEA Research Labs* are housed at universities and made up of transdisciplinary teams of researchers that explore the arts in one of three topic areas: health and social/emotional well-being; creativity, cognition, and learning; and entrepreneurship and innovation. These labs illustrate not only the significant role that the arts play in advancing our understanding of other fields but also in showing the effectiveness of diverse teams—including researchers, artists, and arts administrators—working together to produce knowledge. There are currently 24 *NEA Research Labs* across the country.

The NEA spearheads partnerships with other federal agencies to investigate areas of common interest. Since 2011, the NEA has convened the [*Arts and Human Development Task Force*](#), a coalition of representatives from 16 federal entities, to encourage more and better research on how the arts can help people reach their full potential at all stages of life.

In January 2022, the NEA released a new comprehensive [research agenda](#), resulting from a scan of federally funded research on the arts, as well as consultations with internal and external stakeholders. This new agenda will guide the agency’s research investments for the next five years. In parallel to these investments, the NEA will continue to develop annual “learning agendas,” based on answering research questions that can inform and improve the NEA’s service to the American public.

Recognizing Outstanding Achievement in the Arts

On behalf of the American people, the federal government recognizes outstanding achievement in the arts through the *National Endowment for the Arts Jazz Masters*; *National Endowment for the Arts National Heritage Fellowships*; and *National Medal of Arts*, a presidential award.

National Endowment for the Arts Jazz Masters

The [*NEA Jazz Masters*](#) are the highest honors that our government bestows upon jazz musicians. These fellowships are given in recognition of those individuals who have made significant contributions to the art of jazz. Non-matching fellowships of \$25,000 each are awarded annually on the basis of nominations. The NEA honors a wide range of styles in the jazz field. In addition, the A.B. Spellman Jazz Masters Award for Jazz Advocacy is given to an individual who has made a major contribution to the appreciation, knowledge, and advancement of jazz, such as a writer, patron, or presenter.

Since 1982, the NEA has awarded 165 fellowships to great figures in jazz, including Ella Fitzgerald, Sonny Rollins, Dianne Reeves, Miles Davis, Chick Corea, and George Wein. The NEA’s website features resources and content about the NEA Jazz Masters, including archived concerts, video tributes, podcasts, and more than 350 NEA Jazz Moments audio clips. The NEA has also supported the Smithsonian Jazz Oral History Program, an effort to document the lives and careers of nearly 100 NEA Jazz Masters.

National Heritage Fellowships

As part of the NEA’s efforts to honor and preserve our nation’s diverse cultural heritage, [NEA National Heritage Fellowships](#) are given to recognize the recipients’ artistic excellence and accomplishments, and support their continuing contributions to America’s folk and traditional arts. Non-matching fellowships of \$25,000 each are awarded annually on the basis of nominations. In addition, the Bess Lomax Hawes National Heritage Award is presented to an individual who has made a major contribution to the excellence, vitality, and public appreciation of the folk and traditional arts through teaching, collecting, advocacy, or preservation work.

The *National Heritage Fellowships* are the nation’s highest honor in the folk and traditional arts. Including the 2021 class, the NEA has awarded 458 *National Heritage Fellowships*, recognizing artists working in more than 200 distinct art forms, including bluesman B.B. King, Cajun fiddler and composer Michael Doucet, sweetgrass basketweaver Mary Jackson, cowboy poet Wally McRae, Kathak dancer and choreographer Chitresh Das, and gospel and soul singer Mavis Staples.

National Medal of Arts

The [National Medal of Arts](#) is the highest award given to artists and arts patrons by the federal government. It is awarded by the president of the United States to individuals or groups who are deserving of special recognition by reason of their outstanding contributions to the excellence, growth, support, and availability of the arts in the United States. Annually, a number of nominations are submitted from citizens across the country for consideration by the National Council on the Arts, which in turn submits its recommendations to the White House.

Partnerships Providing Opportunities for Americans to Experience the Arts

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

National Initiative	Partners	Impact
<u>Poetry Out Loud</u> A national arts education program that encourages high school students to learn about great poetry through memorization and performance. This program helps students master public speaking skills, build self-confidence, and learn about literary history and contemporary life.	<ul style="list-style-type: none">• Poetry Foundation• State Arts Agencies• Mid Atlantic Arts Foundation	Annually serves more than 300,000 students from every state, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, and American Samoa during the school year. Since its start in 2005, more than 4.1 million students and 68,000 teachers from more than 17,000 high schools have participated in <i>Poetry Out Loud</i> nationwide.

National Initiative	Partners	Impact
<p><u>NEA Big Read</u> A national literature program broadening our understanding of our world, our communities, and ourselves through the joy of sharing a good book.</p>	<p>Arts Midwest</p>	<p>Annually supports approximately 75 dynamic community reading programs, each designed around a single <i>NEA Big Read</i> selection. Since its inception in 2006, funded more than 1,700 programs, providing more than \$23 million in grants to organizations nationwide. In turn, these organizations have leveraged more than \$50 million in local funding to support their <i>NEA Big Read</i> programs. More than 5.7 million Americans have attended an <i>NEA Big Read</i> event, approximately 90,000 volunteers have participated at the local level, and over 40,000 community organizations have partnered to make <i>NEA Big Read</i> activities possible.</p>
<p><u>Mayors' Institute on City Design (MICD)</u> A national program bringing mayors and design experts together to solve case studies of critical urban design challenges brought by participating mayors.</p>	<p>United States Conference of Mayors</p>	<p>Since 1986, helped prepare more than 1,200 mayors to be the chief urban designers of their cities and connected more than 700 design and development professionals to local governance.</p>
<p><u>Citizens' Institute on Rural Design (CIRD)</u> A national program providing funding and technical assistance to small towns and rural communities to host community workshops to address challenges related to economic vitality and quality of life by employing design solutions.</p>	<ul style="list-style-type: none"> • Housing Assistance Council • Buildingcommunity WORKSHOP 	<p>Established in 1991, <i>CIRD</i> has supported more than 100 communities in all regions of the country with results that include strengthened local economies, enhanced rural character, leveraging of cultural assets, and design of recreational trails.</p>

National Initiative	Partners	Impact
<p><u>Shakespeare in American Communities</u> A national theater program bringing performances and related educational activities to audiences across the country.</p>	<p>Arts Midwest</p>	<p>Annually up to 40 theater companies across the nation perform and conduct educational activities at more than 400 middle and/or high schools. Since 2003, introduced 2.9 million middle and high school students to the power of live theater and the masterpieces of William Shakespeare through performances and educational activities. 120 theater companies across the United States have taken part. 14,500 performances and more than 54,000 related educational activities have occurred at more than 11,500 schools and juvenile justice facilities in 4,700 communities in all 50 states and the District of Columbia.</p>
<p><u>Musical Theater Songwriting Challenge</u> A national competition for high school students who have a passion for writing songs that could be part of a musical theater production.</p>	<ul style="list-style-type: none"> • The American Theatre Wing • Samuel French, Inc. • Disney Theatrical Productions • Concord Theatricals • NMPA S.O.N.G.S. Foundation 	<p>Launched as a pilot program in 2016 and expanded nationally in 2017, pairs twelve national finalists with professional musical theater artists to develop the students’ original song into a Broadway-stage-ready composition. All finalists have their song published. Nearly 150 applications were submitted by high school students in 32 states during the 2021 program cycle.</p>
<p><u>Blue Star Museums</u> A national program in which more than 2,000 museums participate providing free admission to the nation’s active-duty military personnel and their families, including National Guard and Reserve, from Memorial Day weekend through Labor Day.</p>	<ul style="list-style-type: none"> • Department of Defense • Blue Star Families 	<p>Annually reaches on average more than 856,000 military members and their families.</p>

Advancing Racial Equity, Access & Climate Justice

Funding Programs for Advancing Racial Equity

In FY 2023, the NEA will continue to pursue a comprehensive approach to advancing racial equity, civil rights, racial justice, and equal opportunity by extended outreach to underserved communities, including those in rural America, in our grant programs and special initiatives. The budget fully funds 14 new full-time equivalents (FTEs) including a Chief Diversity Officer position and 13 new FTEs for outreach and application management to prospective grantees to support a larger and more diverse applicant pool.

In the NEA's 200-Day Progress Report on Equity Assessment submitted to OMB on August 23, 2021, we compared the population served (racial/ethnic groups and underserved groups) for a sample of NEA programs to the U.S. demographic percentage for these groups. We are encouraged that in most instances the percentage served by racial/ethnic group and underserved groups exceeded the U.S. demographic percentage. Building on the work the agency has done in this area as well as the work the agency has developed under the American Rescue Plan grantmaking program, the NEA aims to expand programming dedicated to equity in the arts. This includes expanding public engagement, including finding new and innovative ways to reach underserved groups. Pending the funding level provided in the FY 2022 appropriation bill, the NEA plans to:

- Expand the impact of the agency's *Grants for Arts Projects*, *Challenge America*, and *Our Town* grant programs to reach even more underserved communities. As the NEA updates its funding guidelines for its grant programs, the NEA will look for additional opportunities to affirm and embed equity.
- Create and pilot a distinctive grant program for populations and communities whose opportunity to experience the arts has been limited by ethnicity, geography, economics and disability, including communities defined in the President's Executive Order: Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

NEA's Racial Equity & Access Working Group

The Racial Equity and Access Working Group, formed in response to Executive Order 13985, is charged with defining the agency's equity strategy. In the NEA's Equity Action Plan of January 20, 2022, which is in alignment with the NEA's 2022-2026 Strategic Plan, the agency identified the following five areas for increased focus in order to support equitable opportunities for arts participation and practice for all Americans in the United States:

- *Arts participation in underserved communities* to address and reduce the gap between availability of arts programming and the participation of underserved groups.

- *Community engagement* to expand engagement with underserved communities through webinars and key partner organizations.
- *Accessibility* to develop concrete policies and procedures for providing access accommodations for persons with disabilities and limited English proficiency.
- *Data* to determine the feasibility of expanding demographic data collection related to grant beneficiaries, staff, and leadership of grant recipient organizations.
- *Contracting and procurement* to increase awareness of contract and procurement opportunities to HUBZone and other underrepresented groups.

National Arts Equity Program (in support of EO 13985, 13988, 14020, 14035)

Building on the work we started in FY 2022 based on the Equity Assessment and Strategic Plan, in FY 2023 the NEA will continue to advance equity and inclusion via systems change and leadership development within the arts field, in conjunction with arts service organizations nationwide.

Arts service organizations, especially arts agencies at the regional and local levels, are strong and steady representatives of the arts community. These service organizations form scaffolding in which arts organizations can thrive. In 2020 and 2021, they provided much-needed economic relief to the arts field, through the CARES Act, the American Rescue Plan, and countless hours of technical assistance. While many have spent years building relationships in every state and jurisdiction, they also adapt quickly to the needs of their communities. As representatives of artists nationwide, equity and inclusion are at the forefront of their programming.

The NEA will continue investing in its partnership with arts service organizations as a pillar of its equity strategy. The agency multiplies its impact by working collectively with this network of arts service organizations. Taking the time to work alongside regional, state, and local organizations brings community voices to the planning table, building toward wholesale systems change.

Grants for Arts Projects (in support of EO 13985, 14035)

The agency plans to increase funding for grants projects that focus on underrepresented communities within the arts, including, but not limited to, increasing funding provided to Local Arts Agencies for subgranting, and arts education. Examples of *Grants for Arts Projects* awarded in FY 2021 include:

- In **Phoenix, Arizona**, the **Office of Arts and Culture of the City of Phoenix, Arizona** received a \$30,000 grant to support the Phoenix Neighborhood Arts grants program. The Phoenix Office of Arts and Culture will provide grants for arts projects in neighborhoods throughout the city. In addition to monetary grants, a new grantee peer network will provide collaboration and professional development opportunities designed to increase engagement and reduce funding barriers for historically underserved organizations and communities.
- In **Albuquerque, New Mexico**, the **County of Bernalillo, New Mexico** received a \$49,100 grant to support a year-long multidisciplinary arts education program for

students from underserved communities in Albuquerque. Building on participation in the Kennedy Center's Any Given Child program, teaching artists will collaborate with classroom teachers to integrate arts into the core classroom curriculum. To increase equity and access to arts education in all Albuquerque public schools, project activities will include residencies in theater, dance, fine arts, visual arts, and film. Arts instruction will take place in-person and online. Evaluation data will be used to identify professional development needs and alignment with community goals for arts integration and cultural competence.

- In **Eugene, Oregon, Lane Arts Council** received a \$20,000 grant to support Fiesta Cultural, a countywide celebration focused on Latino art and culture. Multidisciplinary arts activities held throughout Lane County, Oregon, will showcase local artists and introduce Latino history, art, and culture to the community. Latinos are currently identified as the fastest-growing ethnic group in Lane County.
- In **Green Bay, Wisconsin, the Boys & Girls Club of Green Bay, Inc.**, received a \$10,000 grant to support a multidisciplinary arts education program for students from underserved communities. Teaching artists will provide instruction in filmmaking and graphic design in a virtual setting, as well onsite when feasible. Intermediate and advanced classes include peer leadership experiences and exposure to business, social, and community aspects of being creative entrepreneurs.

NEA Equity / Public Engagement Activities and Additional Staff Support (in support of EO 13985, 13988)

The NEA expanded outreach efforts significantly under the American Rescue Plan, including conducting 34 public webinars and workshops, hosted by ourselves and partner organizations, which saw an attendance of over 5,400, and boosting two ARP Facebook posts resulting in more than 1.5 million impressions and 25,000 engagements. Building on the momentum from the American Rescue Plan engagement strategy and the Equity Assessment Report, and in accordance with the Strategic Plan, the agency will fully implement and sustain an inclusive public engagement effort, focused on technical assistance, strategic partnerships, and creating sustainable cultural infrastructure. The budget funds 14 new FTEs for outreach and application management to prospective grantees to support a larger and more diverse applicant pool.

The new equity/public engagement activities will spearhead the increased public engagement efforts that the NEA implemented under the American Rescue Plan. One of the biggest barriers to increasing participation in NEA's grant opportunities, as well as participation in NEA's national initiatives by communities who have been historically marginalized, is awareness. Of the 14 new FTEs, two new public engagement specialists will work in partnership with our cooperators/partners to engage historically underserved communities. Likewise, a new intergovernmental specialist will continue to build relationships with federal agencies, and other public and private groups, in an effort to advance equity in the fulfillment of the NEA's mission. It is expected that with these additional engagement activities, the agency will see an increase in grant applications, as witnessed under the American Rescue Plan, and participation in NEA initiatives. This increase in applicants/customers to the NEA will drive the need for more customer service from the NEA.

Ten new positions in our request are required to manage this expected increase in applications. These new positions will assist with outreach to applicants, including an emphasis on digital communications; fielding applicant questions; managing the panel review process; processing of grant awards; reviewing and making opinions on EEO/Civil Rights and other legal issues; research activities; and the associated administrative functions due to the increased applicant pool.

The NEA also plans to fill the position of Chief Diversity Officer to spearhead the implementation of the agencies Diversity, Equity, Inclusion, and Accessibility plan.

Programming for Underrepresented Populations (in support of EO 13985, 14020, 14035)

The agency will strengthen existing work that focuses on underrepresented groups, including with HBCUs, Native Arts and Culture, and accessibility.

Support for Historically Black Colleges and Universities

The NEA is committed to advancing the agency's work pertaining to diversity, equity, inclusion, and access, and fostering mutual respect for the diverse beliefs and values of all individuals and groups. Part of this commitment includes our partnership with the White House Initiative on HBCUs. Since 2018, the NEA has engaged with 74 out of 102 HBCUs. A few *Grants for Arts Projects* examples of successful applications from or involving HBCUs in FY 2021 include:

- In **Tuscaloosa, Alabama, Arts and Humanities Council of Tuscaloosa** received a \$100,000 grant to support the pARTners Project. The goal of the initiative is to increase access to arts education for students in West-Central Alabama, with a special focus on preK-12th grade students in rural areas, by creating a strategic plan and providing arts integration programs to schools, including developing curriculum and training teachers. Teaching artists will be recruited for participation from local colleges and universities, such as Stillman College.
- In **Atlanta, Georgia, National Black Arts Festival** received a \$20,000 grant to support the Move/Dance! Program in partnership with Atlanta Public Schools and Spelman College, which will virtually engage students in the appreciation of Black dance in America.
- In **Normal, Illinois, Illinois State University** received a \$15,000 grant to support outreach to HBCUs and the publication of *Obsidian: Literature & Arts in the African Diaspora*. With the aim of growing its readership and cultivating new voices, *Obsidian* plans to offer online literary programming at HBCUs across the country.
- In **Baton Rouge, Louisiana, the Arts Council of Greater Baton Rouge, Inc.** received a \$50,000 grant to support the River City Jazz Masters series with music performances and related outreach activities. The series will be curated in partnership with the River City Jazz Coalition, with outreach activities such as artist residencies at Southern University Baton Rouge, a historically Black university; a series of reduced ticket price performances by emerging musicians; and educational programming.

- In Accokeek, Maryland, Coalition for African Americans in the Performing Arts received a \$25,000 grant to support a master class series for aspiring classical music singers. The project will take place at several historically Black colleges and universities such as Morgan State University in Baltimore, Maryland; Spelman College in Atlanta, Georgia; and Virginia State University in Petersburg, Virginia.

The NEA work with HBCUs has been recognized through invitations to participate in key HBCU meetings including the Heritage Foundation’s Inaugural Historically Black Colleges and Universities Forum and North Carolina A&T’s Aggie Advocacy Day. In addition, the agency was one of a select number of federal agencies invited to present at a February 14, 2020 meeting of the President’s Board of Advisors for HBCUs, whose members are appointed by the President.

The NEA also managed the White House Initiative’s Arts, Humanities & History Cluster. In partnership with the National Endowment for the Humanities, the Institute of Museum and Library Services, the Advisory Council for Historic Preservation, and the U.S. Department of Education, the NEA co-hosted *Dream It – Be It: Competitiveness via Federal Arts, Humanities, and History Opportunities and Partnerships* for the [2020 HBCU Virtual Conference](#) from September 21-25, 2020. *Dream It – Be It* consisted of two sessions: *Applying for Success* and *Discover Your Place in the Creative Economy*.

Applying for Success focused on educating participants about grant programs and funding opportunities in the arts, humanities, culture, and history fields; the mechanics of applying for a federal grant; and, how to write a competitive application. *Discover Your Place in the Creative Economy* featured the data and research behind the tracking of the economic impact of arts and culture; the occupations and jobs that are part of this economy; resources HBCUs can use to identify the arts, culture, and humanities industries and jobs in their state; and, career opportunities for students in arts, humanities and history majors.

The NEA also participated in the 2021 HBCU Virtual Conference from September 7-10, 2021. Ra Joy, the NEA’s Chief of Staff, and Saquoya Gorham, a student participant in the agency’s *Poetry Out Loud* program, presented in a session held September 7. And, NEA staff participated in a session on *Demystifying the Process: Best Practices for Applying for Federal Arts, Humanities, and Culture Grants* held on September 10.

Native Arts and Culture

Working with Native-led national service organizations and an interagency federal working group, the NEA has carried out strategic outreach to Native communities and artists since 2016. Outreach includes nation-to-nation work with tribal governments, reservation communities, and Tribal Colleges and Universities (TCUs), and at conferences and convenings of indigenous leaders and organizations. Outreach also includes recruitment of Native artists and community leaders to participate as panelists to review grant applications.

One outcome of this ongoing outreach was *Native Arts & Culture: Resilience, Reclamation, and Relevance*, a first-of-its-kind national convening that was hosted by the NEA, National Endowment for the Humanities, and Native Arts & Cultures Foundation in February 2020. U.S. Poet Laureate (and NEA Literature Fellow) Joy Harjo (Mvskoke) was the keynote speaker for

the convening, which included break-out panels to discuss issues affecting Native arts and culture today, such as the need to use language, arts, and historic preservation to revitalize Native communities; the role of indigenous arts in social change; advancing the truth about Native culture through research and cultural resources; and reimagining Native visibility and identity in urban areas. Members from more than 40 tribal nations participated in the convening, as well as the heads of several federal agencies.

As building relationships with TCUs is a high priority for the NEA, the agency also works in coordination with the White House Initiative on American Indian and Alaska Native Education. The initiative, located within the Department of Education, seeks to support activities that expand education opportunities and improve education outcomes for all American Indian and Alaska Native students.

On April 7, 2021, the NEA hosted a tribal consultation to discuss President Biden's Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships. The purpose of this meeting was to update tribal leaders on the NEA's engagement with Native cultural leaders, to use the input of tribal leaders to inform our Nation-to-Nation consultation plan, and to inform our work related to the Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. On August 10, 2021, the NEA hosted a tribal consultation for elected leaders of federally-recognized tribes to respond to the agency's [draft policy on Tribal Consultation](#); and, in October 2021, the NEA published its formal Tribal Consultation Policy based on these two nation-to-nation consultations with Tribal Leaders, and a series of community meetings with Native American and Alaska Native artists and arts/cultural organizations.

Grants for Arts Projects examples of successful applications from or involving tribes in FY 2021 include:

In **New Mexico, Pueblo of Acoma** received a \$30,135 grant to support a community public arts project. A contemporary artist and an archeologist/historian will work with Acoma youth and young adults to paint as many as five mural-sized panels with works of art expressing their feelings about the COVID-19 pandemic and racial unrest.

In **Hogansburg, New York, the Saint Regis Mohawk Tribe** received a \$13,750 grant to support the creation of Iroquois Smoke Dancer sculptures for public display at the tribe's heritage complex. In addition to the forms of the dancers, the sculpture will display a collage of images depicting Mohawk arts and crafts, such as beading and basket making, inlaid onto the sculptures; acknowledging the vitality of Mohawk culture. Signage will accompany the sculpture, explaining the significance of the dancers and acknowledging the artisans.

National Folklife Network

In FY 2021, the NEA entered into a cooperative agreement with Southwest Folklife Alliance, Inc., to support the *National Folklife Network (NFN)*, an initiative to bolster the folk & traditional arts field through training, fieldwork, convenings, community collaborations, and cultural asset mapping. In the fall of 2019, the NEA released "[Living Traditions](#)," a portfolio analysis of the agency's Folk & Traditional Arts program. The report identified significant gaps

in the map of national arts funding for the folk & traditional arts. From this reporting, the NEA identified seven regions on which to focus additional resources: rural areas of Northern Plains, Southern Plains, Rocky Mountain West, and Alaska, as well as three urban centers east of the Mississippi River. The report also articulated a need to identify and connect related organizations and individuals within these areas to promote and strengthen the folk & traditional arts.

The *NFN* will be established by identifying a cohort in each of the seven regions consisting of an anchor organization as well as related organizations and individuals, including but not limited to folk & traditional arts organizations, tribal communities or tribes, minority-serving institutions, federally-designated post-secondary institutions (e.g., HBCUs and Tribal Colleges & Universities), colleges and universities, and artists. Consultative services, training, and logistical support will be provided to the *NFN* regional cohorts on topics such as capacity building, financial management, general administration, fieldwork, archiving, cultural asset mapping, and fundraising. Additionally, technical assistance for federal, state, and regional funding opportunities will be promoted and provided as appropriate, and best practices will be identified and shared within and among the regional cohorts. An *NFN* website will also be developed and maintained.

Making the Arts Accessible

The NEA helps to make the arts accessible for people with disabilities, older adults, veterans, and people living in institutions by:

- Providing technical assistance to applicants, grantees, and the public to help them comply with accessibility laws and ensure access for all audiences to their arts activities.
- Funding projects that provide art experiences for older adults, as well as professional development for those interested in working with older adults.
- Identifying barriers for people with disabilities who are interested in pursuing careers in the arts, expanding career opportunities, and encouraging diversity in the arts.
- Supporting infrastructure, research, policy discussions, and practices around the arts and aging and demonstrating the need and value of arts experiences for, by, and with older adults.
- Leading and participating with other federal and nonprofit organizations in seeking solutions to challenges related to health and human development.

The NEA in partnership with Art Beyond Sight has created a series of six webinars that provide tools and information for people with disabilities seeking careers in the arts, as well as for arts employers, arts educators, and arts funders. The webinars are part of a toolkit that will empower artists and other job seekers with disabilities to achieve career success in the arts, while educating arts employers, educators and grantmakers on the roles that they play in cultivating full inclusion. Webinars created to date include [*Careers in the Arts: Promoting Access, Equity, and Inclusion for People with Disabilities*](#); [*Navigating Your Arts Career: Resources and Financial Tools for People with Disabilities*](#); [*Preparing Students with Disabilities for Careers in the Arts: Approaches for Arts Educators*](#); and, [*Working as an Artist with a Disability: An Artist's Perspective*](#).

The NEA's Office of Accessibility also provides training and resources internally to agency staff. Information on laws, regulations, and guidelines is provided, as well as assistance on providing quality customer service, communication, and accommodations to people with disabilities.

Arts Programs and Criminal Justice Reform

The NEA supports the vision to reduce crime, enhance public safety, and provide those who have engaged in criminal activity with greater opportunities to lead productive lives. A growing body of research indicates that arts programs in justice facilities can help reduce recidivism rates, increase self-esteem, and improve social interactions and emotional health. The NEA's national initiative *Shakespeare in American Communities* engages youths within the juvenile justice system with the works of Shakespeare through theater education programs. Theater companies and organizations across the nation partner with the juvenile justice system to reach youths through juvenile facilities or detention centers, educational schools/programs specifically for juvenile offenders or incarcerated youths, court-appointed programs, short- or long-term treatment centers, and transitions centers.

The NEA also partners with the Department of Justice, Federal Bureau of Prisons to provide an artist-in-residence program at individual correctional institutions within the federal prison system. Writing instructors conduct classes in creative writing, including fiction, creative non-fiction, poetry, and memoir. These classes can provide positive outcomes for rehabilitation, including reduced recidivism, increased prison safety and security, and improved emotional well-being for inmates.

Grants for Arts Projects examples of successful applications supporting arts and criminal justice reform in FY 2021 include:

In **Minneapolis, Minnesota Regents of the University of Minnesota** on behalf Weisman Art Museum received a \$40,000 grant to support a collaborative arts project by at Stillwater Prison. Through video, poetry, installation, and performance, the project will support the development of original artworks created in collaboration between incarcerated artists and Twin Cities artists.

Climate Justice

Executive Order 14008, "Tackling the Climate Crisis at Home and Abroad"; Executive Order 13990, "Protecting Public Health and the Environment and Restoring Science to Tackle the Climate Crisis"; and Executive Order 14030, "Climate-Related Financial Risk" directs agencies to take a whole-of-Government approach to reduce climate pollution in every sector of the economy, increase resilience to the impacts of climate change, and protect public health. Through grantmaking, the NEA supports programming that engages the American public around the issue of climate change.

Examples of successful applications supporting climate change engagement in FY 2021 include:

In **New Orleans, Louisiana, Friends of A Studio in the Woods** received a \$75,000 *Our Town* grant to support community engagement, arts programming, a festival, and an artist

residency in Plaquemines Parish, located on the southern Louisiana coast. Plaquemines Parish, in partnership with A Studio in the Woods, will host artist, biologist, and educator Brian Ballengee in residence. Ballengee will facilitate a series of participatory artmaking activities that respond directly to threats faced by the community, including rising sea levels and other ecological impacts due to climate change. Participants will conduct "citizen science" (or ecological research) and create works of art interpreting their findings and envisioning strategies for adaptation and sustainability. Activities will culminate in a festival celebrating community resilience, local natural resources, and the rich culture practiced by parish members. This project will inspire visions of a collective future survival through participatory artmaking with local youth, fisherfolk, oil workers, local government, and community members.

In New York, New York, Notch Theater Company received a \$50,000 *Our Town* grant to support an intergenerational story sharing and theater program about issues of land sovereignty, climate change, and the local economy with the Iñupiaq community of Alaska. Professional playwrights from the Iñupiaq community will conduct public story-sharing events, and incorporate the residents' stories about the connection to their land into short plays for live performances that will tour the region. The project will raise awareness of local economic shifts and the impacts of climate change uniquely experienced in rural Alaskan towns, and facilitate dialogue among residents around their shared future. The project is a collaboration among Notch Theatre Company, eight villages of the Northern Slope in Alaska, and other local partners.

The NEA supports the recovery of arts and cultural communities devastated by major disasters through financial support, technical and policy assistance, and leadership. Since FY 2018, the NEA has served as a member agency in the federal Natural and Cultural Resources Recovery Support Function (NCRRSF), working in coordination with other federal agencies, such as the Federal Emergency Management Agency (FEMA) and the Department of Interior. In recent years, NEA staff have been deployed multiple times to the U.S. Virgin Islands and Puerto Rico to assist in the wake of Hurricanes Irma and Maria.

The NEA conducts reviews of recommended grants as appropriate to ensure compliance with the National Environment Policy Act (NEPA) and/or National Historic Preservation Act (NHPA). Some of the common project types that garner NEPA/NHPA review are:

- A project involving or occurring near a district, site, building, landscape, structure or object that is 50 years old or older and therefore included in or eligible for inclusion in the National Register of Historic Places.
- The commissioning and installation of temporary or permanent art such as a sculpture or mural, outdoor furnishings such as benches or market structures.
- An arts festival in a park.
- Design, planning and services for projects that may involve a historic site, structure, or district.

Serve the Arts Field and Enhance the Agency's Operations

The NEA is committed to improving the agency's ability to implement its mission, providing excellent services to constituents, and being effective stewards of taxpayer dollars.

Conducting Convenings to Engage Arts Organizations

By leveraging strategic partnerships and engaging expert consultants, the NEA is able to conduct workshops, forums, and convenings to address important and emerging issues in the arts. For example, in February 2020, the NEA joined the National Endowment for the Humanities and the Native Arts and Cultures Foundation to host [*Native Arts & Culture: Resilience, Reclamation, and Relevance*](#), a first-of-its-kind national convening. Members from more than 40 tribal nations came together along with leaders of several federal agencies to discuss challenges and issues related to Native arts and culture.

Celebrating and Promoting the Arts

The NEA promotes the arts in the United States. Our efforts include:

- Commissioning and disseminating arts-based research.
- Offering free resources on our website, including hundreds of [podcasts](#) with artists, including recipients of the *NEA Jazz Masters*, *NEA National Heritage Fellowships*, and the *National Medal of Arts*.
- Producing the quarterly magazine [American Artscape](#), featuring stories on artists and arts organizations from across the country, discussions on trending arts issues, as well as online audio and video features.
- Sharing stories about the arts in U.S communities on the [National Endowment for the Arts blog](#) and through social media channels like Facebook, Twitter, YouTube, and Instagram.

Outreach to Engage and Inform

Outreach is a critically important in the NEA meeting its mission. In addition to our outreach efforts discussed in other areas of this budget—such as in promoting accessibility, working with HBCUs, promoting the arts and our grantees through the various materials provided on our website and social media platforms—we support outreach intended to educate applicants, grantees, and the general public.

We conduct grant workshops—both in-person and through webinars—to inform arts organizations about the process of applying for an NEA grant, including eligibility requirements and deadlines, and opportunities for future participation in agency initiatives. In the future, we plan to build off the outreach model the NEA created for the American Rescue Plan (see pages 10-12) when promoting the NEA's funding opportunities.

Quality Grant Application Reviews Using 100% Virtual Panels

All grant applications to the NEA are reviewed on the basis of artistic excellence and artistic merit, as required by the agency's authorizing legislation. Applications generally receive three levels of review. First, they are reviewed by independent, national panels of artists and art experts. Panels make recommendations that are forwarded to the National Council on the Arts (NCA). The NCA, the NEA's advisory body, comprises nationally and internationally renowned artists, distinguished scholars, and arts patrons appointed by the President, and members of Congress (who serve *ex officio*). Per the NEA's authorizing legislation, "in making such appointments, the President shall give due regard to equitable representation of women, minorities, and individuals with disabilities who are involved in the arts and shall make such appointments so as to represent equitably all geographical areas in the United States." The NCA reviews and makes recommendations on the applications. Those recommendations for funding are sent to the NEA Chairman. The Chairman reviews those applications and makes final decisions on all grant awards.

As indicated above, our application review process relies upon the assistance of citizen experts who serve as panelists and consultants; their membership must comply with the agency's authorizing legislation which includes ensuring "that all panels are composed, to the extent practicable, of individuals reflecting a wide geographic, ethnic, and minority representation as well as individuals reflecting diverse artistic and cultural points of view." To achieve this mandate, the NEA carefully tracks the characteristics of each panel, including the percentage of new versus returning panelists, representation from people of color, sex/gender balance, and geographic diversity. The NEA also ensures that panelists bring diverse points of view to the grant application review process, as evidenced by factors such as their experience in the arts, education and/or work experience, and other professional activities. At the end of each year, the NEA analyzes its achievements in these areas. Panels contribute significantly to the Chairman's funding decisions. For review of FY 2022 applications, we anticipate that nearly 670 citizen experts will review approximately 6,500 grant applications. In addition, approximately 7,500 American Rescue Plan Act applications were received in FY 2021. Approximately 500 citizen experts have been engaged in FY 2022 to review these applications.

The NEA implemented a policy of 100 percent virtual panels as of May 2014. Through the use of an electronic application review system, we enhanced our application review process by enabling applicants to upload their application material electronically; panelists to review application material (including work samples), score, and comment online in advance of panel meetings; and, staff to use new tools for the application process and the management of panel meetings. We learned that convening review panels virtually versus in-person yields the same results at considerable cost-savings. Panelists thoroughly review all applications, have quality discussions, and recommend applications of high artistic excellence and merit for funding. Panelists and NEA staff are overwhelmingly satisfied with the quality of virtual grant application review.

Virtual panels also yield other practical benefits: meeting planning is streamlined; the agency's pool of potential panelists is expanded; and, staff and panelists have more time to focus on application review. Additionally, use of virtual panels and the processes and procedures put in place have aided the NEA significantly during the pandemic. The agency continues to effectively

adjudicate grant applications while agency staff are teleworking, including managing the increased application workload implementing the CARES Act and the American Rescue Plan.

Effective Financial Management Emphasizing Automated Systems

The NEA is committed to vigilant stewardship of public funds through sound financial management that is implemented through the use of proven automated operations which include:

- Leveraging the financial system expertise of U.S. Department of Transportation's Enterprise Services Center (ESC), which provides the NEA with an Oracle-based fully-compliant financial management system (Delphi) and full financial services support.
- Use of an automated grants management system (eGMS) developed and supported by the National Endowment for the Humanities (NEH) with economies of scale achieved through the use and funding by a cross team of cultural agencies.
- Use of ESC's E2 travel system, leveraging the benefits of this system/service in regards to online travel arrangements, travel authorizations, and travel payments.
- Utilizing the payroll processing operations of the National Finance Center to process staff pay and benefits.

This focus on automation not only helps the agency in its pursuit of financial excellence, but also aids the agency in digitizing inputs, enabling electronic approvals and signatures, promoting data sharing, and meeting electronic records requirements. The agency's most recent assessment of improper payment risk, which included the review of preventive and detective payment controls noted that NEA had an insignificant risk of significant improper payments. The agency's audits of Data Act reporting found that the Agency submissions were complete, accurate, and timely. Finally, since its first independent audit in 2003, the NEA has received clean opinions on the audit of the agency's annual financial statements.

Commitment to IT Modernization

The NEA requests funding within the Salaries & Expenses budget line item for IT resources, including personnel and funding for IT modernization and cybersecurity initiatives. The following are a few highlights of our work in the area of IT:

- In FY 2020 we completed migrating our Trusted Internet Connection (TIC) to DC-Net, a program managed by the District of Columbia's Office of the Chief Technology Officer (OCTO). In March of 2021, we migrated our VoIP telephone system to DC-Net.
- During FY 2022, we intend to plan and scope out the transition to Internet Protocol Version 6 (IPv6), with the intent to transition to IPV6 during FY 2023.
- In alignment with OMB Memorandum M-19-03, we are reviewing the modernization of our High Value Assets (HVA). The NEA has three HVA systems: our General Support System (GSS); our agency web site (www.arts.gov); and, the grant application

Applicant Portal. All systems go through the accreditation process with deficiencies tracked using Plan of Action and Milestones (POAMs). We also follow a 3-year technical refresh cycle for hardware and software for these systems.

- Current modernization efforts for our GSS include server and operating system upgrades, migration of file services to the MS Azure cloud, and a new remote access system by Zscaler using the private access VPN replacement model. The GSS also includes our email and collaboration system using the Software as a Service (SaaS) Microsoft Office 365.
- Our arts.gov website, which uses the Drupal content management system is currently being upgraded to version 8 with the goal of reaching version 9 after the redesign. The scope of the effort includes ensuring all cybersecurity, FISMA, and Section 508 requirements are met.
- The Applicant Portal is hosted in the Microsoft Azure cloud using both Infrastructure as a Service (IaaS) and Platform as a Service (PaaS) cloud technologies. Current Applicant Portal upgrades include a malware scanning function within the work sample upload module. Changes to code are also in progress to accommodate the move from DUNS numbers to Unique Entity Identifiers (UEI).
- In alignment with the Executive Order on Improving the Nation’s Cybersecurity issued on May 12, 2021:
 - The NEA’s salaries and expenses request includes funding for investments in specific capabilities that protect and defend our systems and information. This includes \$3.3 million to implement the Executive Order on Improving the Nation’s Cybersecurity including a focus on zero trust implementation and security logging requirement.
 - The NEA intends to establish an agreement or contract for security as a service (SECaaS) activities to satisfy FISMA findings and fill gaps where resources are unavailable.
 - The NEA is working with the Department of Homeland Security (DHS), Cybersecurity & Infrastructure Security Agency (CISA) to implement continuous diagnostic monitoring (CDM).
- The NEA is currently in the process of migrating logical access for all systems to the cloud-based Identity as a Service (IDaaS) service by utilizing Okta. Once this project is complete, logical access to all IT systems will be managed from one user database using multi-factor authentication (MFA). In conjunction with MFA efforts, NEA will work to create a “0” Trust environment and improve its encryption.

Leveraging Shared Services to Improve Quality, Timeliness and Cost Effectiveness of Services

In an effort to operate more efficiently within our existing workforce, the NEA continues to leverage assets within the federal government. For example, we have interagency agreements in place with the following federal agencies:

- Office of Personnel Management (OPM) for human resource staffing support. OPM provides human resource project planning and management support; candidate assessment and referral support; staffing consultation services; performance management system and support, and metrics and reporting services.
- U.S. Department of Interior's Interior Business Center for contracting and acquisition support services.
- Defense Counterintelligence and Security Agency for employee security clearance services.
- U.S. Department of Health and Human services for Grants.gov.
- National Endowment for the Humanities for our electronic grants management system (eGMS).
- National Finance Center for the processing of employee pay and benefits.

As mentioned above, we also have an interagency agreement with ESC for Delphi, our financial management system. Partnering with ESC for our financial management system and NEH for the eGMS will assist in ensuring our applicable systems are prepared for the transition to and implementation of the new federal awardee Unique Entity Identifier, which is to occur in April 2022. The agency is also working with ESC on the implementation of G-Invoicing to manage intragovernmental transactions which is scheduled to go live across federal government October 2022.

Attracting and Retaining Talented Professionals

The NEA was ranked eighth out of 29 small federal agencies in the Best Places to Work in the Federal Government rankings for FY 2020, as calculated by the Partnership for Public Service and Boston Consulting Group. The NEA's current staff of approximately 151 employees is dedicated to the agency's mission of promoting and strengthening the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation. We believe this is in part due to the NEA's efforts to promote retention of the agency's highest performing employees by encouraging creativity and innovation with an emphasis on excellent customer service to the arts field while at the same time improving the efficiency and effectiveness of operations.

Strategic Plan 2022-2026

The FY 2023 budget request is informed by the NEA's Strategic Plan FY 2022-2026, which provides the framework for all agency activity. The Strategic Plan may be summarized with the following goals:

Goals:

- Support opportunities for all people to participate in the arts and arts education.
- Integrate the arts with strategies that promote the well-being and resilience of people and communities.
- Build capacity and infrastructure within the arts sector through knowledge-sharing, tools, resources, and evidence-based practices.
- Pursue and adopt excellent operational practices to support the agency's mission.

Across the four strategic goals, the NEA will support the cross-cutting objective to model diversity, equity, inclusion, and accessibility in the arts through all of its activities and operations.

The following sections of the budget provide more information on each of the goals of the Strategic Plan.

PROPOSED NEA STRATEGIC FRAMEWORK: 2022-2026

MISSION

The arts strengthen and promote the well-being and resilience of people and communities. By advancing equitable opportunities for arts participation and practice, the National Endowment for the Arts fosters and sustains an environment in which the arts benefit everyone in the United States.

VISION

A nation in which the arts are essential to our democracy and to reaching our highest potential by nourishing creative enterprise, freedom of thought, imagination, and inquiry.

GOAL 1

Support opportunities for all people to participate in the arts and arts education.

OBJECTIVE 1.1 Expand public access to the NEA's programs and award-supported activities.

OBJECTIVE 1.2 Prioritize data-driven methods to broaden and deepen engagement with underserved communities.

OBJECTIVE 1.3 Provide opportunities for people throughout the country to participate in arts education and to increase their knowledge and skills in the arts at all stages of life.

OBJECTIVE 1.4 Ensure opportunities for the international exchange of artists and arts and cultural traditions.

GOAL 2

Integrate the arts with strategies that promote the well-being and resilience of people and communities.

OBJECTIVE 2.1 Support arts projects with a focus on advancing the health and well-being of individuals.

OBJECTIVE 2.2 Embed the arts in system-wide initiatives that strengthen or heal communities.

GOAL 3

Build capacity and infrastructure within the arts sector through knowledge-sharing, tools, resources, and evidence-based practices.

OBJECTIVE 3.1 Support the development of skills and strategies that will enable arts leaders to manage more effective organizations and agencies.

OBJECTIVE 3.2 Produce research, statistics, and general information about the arts for the benefit of the arts sector and beyond.

OBJECTIVE 3.3 Invest in the capacity of arts organizations and artists to serve a broader public through digital or emergent technology.

GOAL 4

Pursue and adopt exemplary practices to support the agency's mission.

OBJECTIVE 4.1 Continue to be accountable and transparent to the public through effective operations that promote vigilant stewardship of funds.

OBJECTIVE 4.2 Foster a skilled, agile, diverse, and cohesive workforce.

CROSS-CUTTING OBJECTIVE

The NEA will model diversity, equity, inclusion, and accessibility in the arts through all of its activities and operations.

Support Opportunities for All People to Participate in the Arts and Arts Education

Introduction

The arts celebrate our differences while connecting us through shared experiences. Americans from all backgrounds can experience the arts by attending music, dance, and theater performances, visiting art and design exhibits, reading or listening to works of literature, and enjoying the arts via media and technology. Participation also can involve making art of one's own, whether alone or with other people, and acquiring an arts education—knowledge, skills, and competencies that can last a lifetime. All of these varieties of participation can and do occur anywhere, in formal or informal settings, whether inside or outside a specific cultural tradition.

Although the arts are a universal resource, long prized by nations for transmitting cultural identity and creative expression, there is no guarantee that everyone will have equal access to arts opportunities. In the U.S., socioeconomic and geographic factors play an outsized role in people's ability to participate in the arts.

Federal surveys consistently show that higher education and income levels, as well as urbanicity, are closely correlated with greater rates of arts participation. Most recently, a Survey of Public Participation in the Arts found that one in three U.S. adults could not agree with the following statement: "There are plenty of opportunities for me to take part in arts and cultural activities in my neighborhood or community." Among those most likely not to agree were Blacks and Hispanics/Latinos.

By ensuring greater opportunities for everyone to take part in arts and arts education, the NEA will extend the benefits of those activities to more Americans. Such benefits are not limited to aesthetic, emotional, or intellectual rewards. They translate to greater social, civic, and economic well-being in the lives of individuals, of whole communities, and of a nation itself.

Objectives, Strategies, and Project Examples

Strategic Objective 1.1: Expand public access to the NEA's programs and award-supported activities

People connect with the arts by attending music, dance, and theater performances; by visiting architectural wonders and art exhibits; by reading works of literature; or by picking up a paintbrush or pencil to capture the world around them or to sketch their innermost thoughts. Today, they even carry in their pockets—in the form of smartphones—access to museums, concert halls, stages, and studios that enable individual arts experiences on demand. For artists and audiences alike, new pathways for participation abound. And yet, access to those pathways is by no means guaranteed.

The NEA addresses this need by providing opportunities for the public to engage with the arts through its grant programs, including through *Partnership Agreement* grants to SAAs and RAOs. The agency's grantmaking is responsive to the changing landscape of arts participation and arts production. The NEA rewards innovative strategies and models for engaging the public directly with arts experiences, for preserving them, and for making them accessible to all. At the same

time, the NEA strives to promote funding and partnership opportunities to all eligible entities, whether or not they have experienced prior success in competing for these resources.

The funding opportunities administered through the NEA's Programs & Partnerships offices are the primary vehicle for the agency's investment in projects that support artistic and cultural traditions in all 50 states and six U.S. jurisdictions. Below is a list of strategies for implementation of this objective:

- Support grants and cooperative agreements that enable public access to arts activities throughout the U.S.—whether as audiences or artists/creators.
- Regularly review application guidelines and administrative requirements to ease public burden and increase access to NEA funding while ensuring compliance with government-wide regulations and laws.
- Publish and promote application guidelines and/or other agency materials in language(s) other than English.
- Ensure that grant application and review processes are accessible to people with disabilities.

The NEA provides Americans with new opportunities for rich and meaningful arts experiences. Foremost among the many funding programs coordinated by the NEA, *Grants for Arts Projects* (to eligible organizations) and *Partnership Agreement* grants (to SAAs and RAOs) bring artworks to the public and provide lucrative opportunities for arts and cultural workers. Supported activities include:

- Exhibitions, performances, concerts, and readings;
- Film screenings;
- Touring and outreach activities;
- Art festivals;
- Public programs that spotlight diverse artistic and cultural heritage;
- Radio and television broadcasts, video games, mobile apps, live streaming audio- and video-on demand, podcasts, digital audio files, virtual reality, and other digital applications;
- Publication, production, and promotion of digital, audio, or print publications; catalogues; and searchable databases;
- Projects that address and reduce barriers to the arts for people with disabilities and that celebrate the work of disabled artists;
- Projects that extend the arts to underserved populations, including those whose opportunities to experience the arts are limited by geography, economics, race/ethnicity, or disability; and
- Projects that connect artists and designers with communities.

The following are recent examples of grants awarded supporting this objective:

In **Tucson, Arizona, Loft Cinema, Inc.**, received a \$20,000 grant to support the annual Loft Film Fest, a touring series, and related public programming. The festival will host

curated film screenings accompanied by panel discussions and events with visiting filmmakers and other special guests. Select films will also tour southern Arizona in free screenings at schools, cultural and community centers, and Native American reservations using the Loft Solar Cinema, a cargo van outfitted with solar panels to power an inflatable screen and mobile projection system.

In **Modesto, California, Gallo Center for the Arts, Inc.**, received a \$10,000 grant to support Black History Month performances of *Seven Guitars* by August Wilson. The center will co-produce several public performances, a student matinee, and a post-show panel discussion in collaboration with Sankofa Theater Company, Modesto's first African-American theater company.

In **Orlando, Florida, Central Florida Community Arts, Inc.**, received a \$10,000 grant to support *Upbeat!*, a musical theater program intended to serve young adults with Down Syndrome. Conducted in partnership with the Down Syndrome Association of Central Florida, the program will feature regularly scheduled group learning activities centered on basic theater skills that will improve the confidence and self-expression of the participants, and will culminate in a final performance. Project activities will take place both in-person and virtually.

In **Boise, Idaho, Boise Hive Inc.**, received a \$10,000 grant to support interactive musical workshops and outreach events for military veteran musicians with disabilities and other underserved musicians. Several events for all levels of musicians from various genres will be held at the Boise Veterans Center and other locations. Workshops will focus on instrument training, vocal practice or developing songwriting skills, and will culminate in a livestreamed jam session to include veterans not able to participate in person and to draw in a broader audience.

In **Black Mountain, North Carolina, LEAF Community Arts** received a \$30,000 grant to support Latinx-focused multidisciplinary arts programming. Artists will perform at the LEAF Festival, as well as lead extensive educational residencies in disciplines including music, dance, and storytelling for youth at local community centers and schools. Youth participants will perform in a culminating showcase at the festival. Additional community engagement components will include presentations, workshops, and community conversations. Activities will take place in a hybrid in-person and online format.

In **Fort Worth, Texas, Fort Worth Symphony Orchestra Association, Inc.**, received a \$10,000 grant to support a touring program. Concerts and educational performances will take place in rural communities in Texas, many of which are more than 100 miles away from a professional orchestra. In preparation for the educational concerts for youth, teachers will receive materials connecting the concert to the curriculum.

In **Salt Lake City, Utah, Center for Documentary Expression and Art** received a \$20,000 grant to support the exhibition *Working in the Fields: The Lives and Struggles of Those Who Feed Us*, and an accompanying catalogue. The exhibition will feature as many as 150 photographs that document the history of farm labor in the United States from the 1930s to the present. Works of artists such as Ernest Lowe, George Ballis, and Leopoldo Peña will be included.

In Thermopolis, Wyoming, Big Horn Basin Nature and Discovery Center Joint Powers Board received a \$15,000 grant to support the Wyoming Discovery Days: Folk Festival that celebrates Wyoming's diverse folk and traditional arts and features demonstrations of traditional music, crafts, and foodways that represent the cultural heritage of Wyoming's Big Horn Basin region. Targeted to the general public of all ages and the festival will be located in the Hot Springs State Park, a vital partner to the festival. The benefits of this event include artist having a space to share their craft while the general public learns about our traditional arts in Wyoming. Musical offerings include performances by cowboys, as well as Basque and Native American ensembles. Demonstrations of occupational traditions will feature ranching practices, such as blacksmithing, leatherworking, horsehair hitching, bow making, and basic fly tying. Traditional textile skills like quilting and rug braiding also are planned.

Although the majority of the NEA's direct grantmaking supports arts projects that are undertaken by eligible organizations, the agency also offers a few awards and honorifics to individuals. These awards include:

NEA Jazz Masters

The NEA celebrates jazz as America's truly indigenous musical art form through its [NEA Jazz Masters](#) initiative. Every year since 1982, the NEA has honored living legends with the *NEA Jazz Masters* award in recognition of their outstanding contributions to jazz.

Since the initiative's inception, awards have been presented to distinguished figures in the American jazz community, including performers such as Count Basie, Dave Brubeck, Gary Burton, Miles Davis, Ella Fitzgerald, Dizzy Gillespie, Herbie Hancock, the Marsalis Family, Sonny Rollins, and Nancy Wilson; as well as jazz advocates including Dan Morgenstern, Wendy Oxenhorn, and Rudy Van Gelder.

NEA Jazz Masters are selected from nominations submitted by the public. Awardees receive a one-time fellowship in the amount of \$25,000 and are honored at a live public broadcast and webcast ceremony and concert.

The NEA has created numerous multimedia online and print resources to support the *NEA Jazz Masters* initiative, including:

- NEA Jazz Masters video tributes.
- Archived webcasts of NEA Jazz Masters awards concerts, and highlights of NEA Jazz Masters panel discussions. The 2021 virtual tribute concert celebrating the 2021 NEA Jazz Masters featured recorded performances and tributes by acclaimed jazz musicians. The event also featured welcome remarks from the Second Gentleman of the United States. The concert was free and available for people across the country and internationally to watch online and via radio broadcast.
- Podcasts featuring *NEA Jazz Masters* as well as other jazz musicians, and field experts.
- Interviews with *NEA Jazz Masters*.

- The *NEA Jazz Masters* publication, an annually produced digital and print brochure showcasing the incoming class of honorees.

In addition, the NEA has supported the *Smithsonian Jazz Oral History Program* at the National Museum of American History, an unprecedented effort to document the lives and careers of *NEA Jazz Masters*. On a dedicated public-facing Smithsonian Jazz webpage, the featured materials include full transcriptions of extended interviews, photo portraits, and audio clips highlighting individual Jazz Masters' first experiences with music; education and journeyman years; and their unique personal and professional experiences in the world of jazz.

NEA National Heritage Fellowships

The [NEA National Heritage Fellowships](#) were established in 1982 to recognize lifetime achievement, artistic excellence, and significant contributions to our Nation's folk and traditional arts heritage. The NEA annually awards these one-time-only Fellowships of \$25,000, the highest form of Federal recognition for folk and traditional artists.

Since its beginning, the NEA has awarded 458 *National Heritage Fellowships* to master traditional artists working in more than 200 distinct art forms from every state in the union, including bluesman B.B. King, Cajun fiddler and composer Michael Doucet, sweetgrass basketweaver Mary Jackson, cowboy poet Wally McRae, gospel and soul singer Mavis Staples, Okinawan dancer Lynne Yoshiko Nakasone, and bluegrass musician Bill Monroe.

NEA National Heritage Fellowship recipients are nominated by the public; judged by a panel of experts in folk and traditional arts on the basis of their continuing artistic accomplishments and contributions as practitioners and teachers; and are honored at an awards ceremony. Profiles and photos of the Fellows are available on the NEA's website, along with audio and video samples of their work. On November 17, 2021, the NEA honored the 2021 *NEA National Heritage Fellows* with the pre-recorded video [The Culture of America: A Cross-Country Visit with the 2021 National Endowment for the Arts National Heritage Fellows](#). Actor Jimmy Smits hosted the virtual trip across the country, taking viewers into the homes and communities where the Fellows live and create.

NEA Literature Fellowships

The NEA recognizes promising and mid-career writers, poets, and translators with NEA Literature Fellowships that enable them to set aside time for writing and research. NEA Literature Fellowships in creative writing are the agency's most competitive funding category. In FY 2021, \$875,000 was awarded to 35 of the 1,682 creative writing fellowships applicants (just 2 percent). While creative writing fellowship recipients are not required to produce a particular product, the underlying purpose of the fellowships is to encourage and support creative output; thus, it is appropriate to include them under the Creation of Art goal. This program operates on a two-year cycle with fellowships in prose and poetry available in alternating years.

The agency also collaborates with several entities to stimulate greater arts engagement by the general public. Examples include:

NEA Big Read

The [*NEA Big Read*](#), a partnership with Arts Midwest, broadens our understanding of our world, our communities, and ourselves through the joy of sharing a good book. Showcasing a diverse range of titles that reflect many different voices and perspectives, the *NEA Big Read* aims to inspire conversation and discovery.

The *NEA Big Read* annually provides support to selected nonprofit organizations around the country to host dynamic community-wide reading programs, each designed around a single *NEA Big Read* selection. Arts Midwest manages the *NEA Big Read* grants program. Each community program that receives an NEA Big Read grant—which ranges between \$5,000 and \$20,000—is also provided with resources, outreach materials, and training on various aspects such as working with local partners, developing public relations strategies, and leading book discussions and Q&As. The program may last as short as a week or as long as several months and includes a kick-off event; book discussions; events inspired by the content and themes from the book(s) (e.g., panel discussions, lectures, film screenings); and projects that engage the community and/or respond creatively to the book (e.g., art exhibitions, theatrical and/or musical performances, poetry slams, writing workshops and contests, activities related to collecting and sharing oral/written stories from members of the community).

Blue Star Museums

[*Blue Star Museums*](#) is a collaboration among the NEA, Blue Star Families, the Department of Defense, and more than 2,000 museums in all 50 states, the District of Columbia, and Puerto Rico to offer free admission to the nation's active military personnel including National Guard and Reserve and their families from Memorial Day through Labor Day. The program served more than 839,000 active duty military personnel and their families in 2019. Participating museums include children's museums, fine art museums, history and science museums, and nature centers.

The program provides families an opportunity to enjoy the nation's cultural heritage and learn more about their new communities after completing a military move. It also helps museums improve their community outreach, and better serve those men and women and their families in uniform.

Beyond direct grant support, the NEA provides technical assistance to help arts organizations understand and comply with federal accessibility requirements for people with disabilities, including the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, as amended. NEA grantees are required to affirm their assurance of compliance with applicable laws. The NEA also provides professional development around cultural accessibility for SAAs and RAOs to build capacity for state- and regional-level accessibility initiatives and legal compliance efforts.

Strategic Objective 1.2: Prioritize data-driven methods to broaden and deepen engagement with underserved communities

Data and evidence are poised to improve the agency’s administration of grants and programs so that even larger numbers of people—from more diverse backgrounds than before—can benefit from NEA programs and grant activities. Tools like U.S. Census Bureau data files and geospatial mapping will allow the agency to target historically underserved areas more effectively in its engagement efforts. In addition, ongoing efforts of a Data Governance Board, chaired by the NEA’s Chief Data Officer, will contribute to agency-wide capacity for using data to make decisions about programs and operations—including the ability to better address underserved communities.

One example of a NEA grant program dedicated to this type of proactive outreach is *Challenge America*, which supports underserved populations through grants to primarily small and mid-sized organizations. Beyond this program, the agency routinely conducts outreach so that its programs and grant-supported activities can benefit people in every Congressional District. Through targeted outreach and award programs, the NEA extends economic opportunities through the arts and creativity to underserved communities and regions across the nation.

In recent years, moreover, the NEA has elevated opportunities for tribal nations—and for Historically Black Colleges and Universities (HBCUs) and other minority-serving institutions of higher education—to participate in NEA programs. By consulting empirical data as the agency undertakes these and other initiatives, the NEA will achieve a greater likelihood of success in building and sustaining relationships with people and organizations that have been underserved by NEA programs.

The NEA makes grants and participates in strategic partnerships to ensure that NEA-funded activities reach a wide breadth of geographic locations and historically underserved populations nationwide. Specific strategies include:

- Identify and address gaps in representation of historically underserved communities among NEA applicants, grantees, and beneficiaries.
- Collect and act upon data on HBCUs in support of the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities.
- Establish and cultivate ongoing relationships with Hispanic Serving Institutions (HSI), HSI partners, and related cultural partners to build awareness of the NEA, to share critical resources and information, with a focus on funding opportunities, and to build capacity for successful application to the agency from HSIs.
- Strengthen Nation-to-Nation relationships with tribal communities. In October 2021, the NEA published its formal Tribal Consultation Policy. The policy was built on two nation-to-nation consultations with Tribal Leaders, and a series of community meetings with Native American and Alaska Native artists and arts/cultural organizations. The policy accords with President Biden’s Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships and Executive Order 13175.

- Explore methods to identify the needs of U.S. communities with limited access to arts experiences, so as to better understand their needs and to facilitate collaboration.
- Combine knowledge, data, and best practices with those of other federal entities serving these populations.

Data-driven methods to broaden and deepen engagement with historically underserved communities will be employed across the agency’s grantmaking, including the NEA’s *Grants for Arts Projects*. In addition, such methods will be used for *Challenge America*—grants that offer support primarily to small and mid-sized organizations for projects in all artistic disciplines, extending the arts’ reach to underserved populations. *Challenge America* features an abbreviated application and a robust element of technical assistance.

The following are recent examples of grants awarded supporting this objective:

In Omaha, Nebraska, Omaha Conservatory of Music received a \$15,000 grant to support curriculum development and database maintenance costs for the String Sprouts program. Designed to close the learning gap for children from underserved communities, the project will offer free violin, viola, and cello lessons for young students, including materials and instruments. In addition to free weekly lessons during the academic year, participants will have the ability to take the instruments home to practice.

In Fallon, Nevada, Churchill Arts Council received a \$15,000 grant to support a series of music performances and associated outreach activities in rural Nevada. The performances will feature a variety of musical styles and outreach will include activities such as lecture-demonstrations and workshops. The diverse performances are intended to celebrate America's creativity and cultural heritage.

In Providence, Rhode Island, Community Musicworks received a \$70,000 grant to support free music education and performance programs for children and youth from underserved communities. Resident musicians will provide in-person and virtual instrumental lessons as well as instruction in subjects such as music theory and improvisation. Other activities may include a leadership development program for advanced students, performance opportunities for students, and professional concerts by resident musicians.

In Woodbury, Tennessee, Arts Center of Cannon County received a \$10,000 grant to support an annual summer theater conservatory for elementary and high school students in Cannon County, Tennessee. Students from rural and underserved areas will learn acting and other theater skills through a series of classes offered at the arts center. Each class series will end with a public performance by the students.

The agency also collaborates with several entities to stimulate greater arts engagement by the general public. Examples include:

- The NEA’s participation in the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through HBCUs provides opportunity

for the agency to share and learn from other agencies' data-driven methods to broaden and deepen engagement with HBCUs and other minority-serving institutions.

- By serving on the Interagency Working Group for Youth Program Development, the NEA will share and learn from the U.S. Department of Health and Human Services and other federal agencies and departments about successful strategies for engaging with underprivileged youth.
- Through an agreement with the National Assembly of State Arts Agencies (NASAA), the NEA receives analytical support for monitoring the presence of arts funding across different geographies. These empirical insights will inform Strategic Objective 1.2.

Strategic Objective 1.3: Provide opportunities for people throughout the country to participate in arts education and to increase their knowledge and skills in the arts at all stages of life

By helping to foster public appreciation and understanding of various art forms, genres, and artistic traditions, the NEA will build public capacity for lifelong participation in the arts. For audiences and learners, the outcome will be vibrant and transformative arts experiences. For artists and teachers, the NEA will facilitate the transfer of critical knowledge and skills that will enable them to refine and improve their work.

The arts are essential to a well-rounded education. Numerous studies have revealed the social and emotional benefits of arts education for early childhood development, and the ability of arts education to bridge gaps in academic achievement among teenagers and youth who come from less privileged backgrounds than others. Additionally, arts education contributes to students' acquisition and development of skills (e.g., the "four Cs"—communication, collaboration, critical thinking, and especially creativity) that have been closely associated with 21st-century job requirements. Further along the lifespan, older adults who engage with the arts have reported higher levels of cognitive ability and fewer limitations to their physical functioning.

The agency's grants support arts learning activities across a variety of artistic disciplines for people of all ages. Grants awarded by the NEA Arts Education office support standards-based learning in the arts for K-12 students. However, NEA grants, including from other offices, also support the integration of arts learning with other academic curricula, including STEM disciplines. Beyond grants for student learners, Arts Education grants support professional development opportunities for educators, including but not limited to arts instructors. Additionally, NEA programs such as *Poetry Out Loud* offer arts learning experiences for high school students (including, in this case, benefits that extend from poetry appreciation to language skills development).

Apprenticeships are time-honored programs allowing master artists to train apprentices, often over an extended period of time. These trainees then go on to teach others, sharing what they have learned with their own communities. Formal learning programs of this nature are instrumental in passing on cultural knowledge to the next generation. Through the NEA's continued support of state folklife programs and their apprenticeship awards, the agency ensures that traditional artists have the opportunity to pass on the techniques and cultural knowledge of their art forms, which can be as diverse as Mexican ballet folklórico, Northern Arapaho beadwork, gospel singing, and taiko drumming. The NEA also supports apprenticeships directly through its own grantmaking. As with the NEA's support of the arts and arts education more

generally, such apprenticeships form a critical link in connecting economic and labor-related outcomes from artistic practice to communities at large.

The funding opportunities administered through the NEA's Programs and Partnerships offices are the primary vehicles for the agency's investment in the acquisition of knowledge and skills in the arts at all stages of life. Specific strategies include:

Through awards and strategic partnerships, the NEA will support:

- Arts learning opportunities across various artistic disciplines, learning environments, and geographic locations; and
- K-12 standards-based arts education.
- Job training programs and/or apprenticeships with master artists or practitioners.

Projects that bring arts education to the general public are supported across the agency's grantmaking, including the NEA's *Grants for Arts Projects* program and *Partnership Agreement* grants to SAAs and RAOs. The agency employs two approaches in its grantmaking for projects focused on providing opportunities to learn in and about the arts. One approach is the grant support offered by the NEA's Arts Education office. Representative project activities include:

- Standards-based arts education activities for pre-K-12 students through long-term, in-depth projects
- Professional development to improve arts instruction by equipping artists, school superintendents, principals, teachers, and other education providers with the skills and confidence to effectively engage students in high-quality arts learning
- Assessments and evaluations of arts learning

The second approach is broader. It supports opportunities for Americans in more informal learning contexts across the lifespan. Representative project activities include:

- Lifelong learning activities for youth, adults, and intergenerational groups
- Online courses and training
- Lectures and symposia
- Production, publication, and distribution of teachers'/ facilitators' guides
- Innovative practices in arts learning for Americans of all ages
- Engagement with living artists and designers (e.g., in the classroom and/or through apprenticeships)
- Informal education programs, workshops, and demonstrations
- Arts learning programs for older adults in community settings, residential settings, and healthcare/long-term care settings
- Arts learning programs and approaches that promote full access and participation in the arts for youth and adults with disabilities

The following are recent examples of grants awarded supporting this objective:

In Atlanta, Georgia, Marcus Jewish Community Center of Atlanta, Inc., received a \$10,000 grant to support Jerry's Habima Theatre, a musical theater program for adults with disabilities. During the project, adults with disabilities will learn more about self-expression, literacy, and coordination through music, dance, and theater. The culminating musical theater production will feature the project's participants performing alongside professional actors. The project activities will be a combination of in-person and virtual activities.

In Chevy Chase, Maryland, ArtStream Inc., received a \$20,000 grant to support Inclusive Theatre Companies, a musical theater program for adults with intellectual and developmental disabilities. Participating actors will collaborate on a script, learn improvisation skills, and rehearse together. These activities will strengthen core competencies—such as communication and problem-solving—that are transferable to the home, school, workplace, and community. Some activity may be virtual.

In Toledo, Ohio, Arts Commission of Greater Toledo, Inc., received a \$25,000 grant to support Momentum Intersection, an artist training partnership between the Arts Commission and NSG Pilkington Glass North America. Artists selected through a juried process will receive glass production training and materials from the Ohio-based Pilkington industrial glass facility. The program will culminate in an exhibition of new works by participating artists.

In Henderson, Nevada, Dr. Shirley Linzy Young Artists Orchestra of Las Vegas received a \$15,000 grant to support a professional artistic development program and the presentation of guest artists. Plans include providing students with professional coaching, mentorship, recorded events, and collaborative performance opportunities with local and visiting professional artists. Some activities may take place virtually as needed.

In Scranton, Pennsylvania, Scranton Cultural Center at the Masonic Temple received a \$10,000 grant to support teaching artists for a summer arts program for K-12 students. Youth will learn skills in theater, music, dance, and visual art from teaching artists. Musical productions, performing arts showcases, and a visual art exhibition will be presented to family, friends, and the local community at the conclusion of each session to highlight what the students have learned. All activity will be presented in a hybrid virtual and in-person format.

In addition to the direct grant examples cited above, here are some examples of leadership and partnership activities that support this objective:

Poetry Out Loud

A partnership of the NEA, the Poetry Foundation, and the state arts agencies, [*Poetry Out Loud*](#) is a national arts education program that encourages the study of great poetry by offering free educational materials and a dynamic recitation competition for high school students across the country. This program helps students master public speaking skills, build self-confidence, and learn about literary history and contemporary life.

Shakespeare in American Communities

[Shakespeare in American Communities](#), launched in 2003, continues to inspire students nationwide with live performances of Shakespeare’s plays. Annually, selected theater companies receive competitive grants to support performances and educational activities. These funds have enabled theater companies to offer more performances to schools and reach more students. They have expanded the geographic reach of their touring programs, and provided improved access to the arts for underserved schools.

Musical Theater Songwriting Challenge

The [Musical Theater Songwriting Challenge](#), a national contest for high school students with a passion for musical theater songwriting and for the wide range of musical styles represented in contemporary musicals.

National Folklife Network

The National Folklife Network, a new NEA strategic partnership that will cultivate the development of seven pilot folklife programs—four in rural areas and three in urban areas. Through this Network, capacity-building mentorships in folk arts will also be supported.

Arts Education Partnership

The [Arts Education Partnership](#) (*AEP*) is the nation’s hub for arts and education leaders, building their leadership capacity to support students, educators, and learning environments through research, reporting, counseling, and convening. *AEP* has been supported by the NEA and the U.S. Department of Education since 1995 and is administered by Education Commission of the States.

Strategic Objective 1.4: Ensure opportunities for the international exchange of artists and arts and cultural traditions

According to the founding legislation for the NEA, the United States’ reputation as a world leader must not “rest solely upon superior power, wealth, and technology, but must be solidly founded upon worldwide respect and admiration for the Nation’s high qualities as a leader in the realm of ideas and of the spirit.”

Nowhere are these traits better exemplified than in America’s artistic and cultural contributions. International demand for U.S. artists and their artworks is captured by a single statistic. In 2019, the most recent year for which such data are available, the U.S. exported \$33 billion more in arts and cultural goods and services than it imported from other countries. Unlike many other segments of the nation’s economy, arts and culture is running a trade surplus.

By working with the State Department and other entities to enable nation-to-nation exchanges of artists and artworks, the NEA does its part in exposing U.S. artists and their wares to other artists and cultural traditions, and to global markets and audiences. Concurrently, international

exchanges permit U.S. audiences, artists, and communities to experience vibrant cultural traditions and artists from abroad.

Apart from fostering such exchanges, the NEA communicates regularly with international scholars, policymakers, and arts administrators who seek to learn about U.S. infrastructure for domestic arts programs. All of these activities advance the federal government's efforts at cultural diplomacy. They also nourish the capacity of artists and audiences everywhere to realize their shared humanity through various forms of creativity and cultural expression.

Through awards and strategic partnerships, specific strategies include:

- Promote the diversity of U.S. artists and artworks for audiences abroad.
- Provide U.S. audiences and artists with opportunities to experience international artistry in the U.S.

Projects that support opportunities for the international exchange of artists and artworks are supported by the NEA's *Grants for Arts Projects* program and by *Partnership Agreement* grants to SAAs and RAOs. The following are recent examples of grants awarded supporting this objective:

In Honolulu, Hawaii, Hawaii International Film Festival received a \$20,000 grant to support the Hawaii International Film Festival and associated public programming. Dedicated to advancing understanding and cultural exchange among the peoples of Asia, the Pacific, and North America through cinema, the festival will present narrative, documentary, and short films from around the world accompanied by free workshops, seminars, panels, and exhibitions of virtual reality. In addition, the festival's youth education programs will feature a showcase of student-created works, a visiting artist program in area schools, and free film screenings for local students.

In Chicago, Illinois, the International Latino Cultural Center of Chicago received a \$20,000 grant to support the annual Chicago Latino Film Festival and associated public programming. Dedicated to promoting and increasing awareness of the diversity of Latino culture, the virtual festival will showcase narrative feature films, shorts, and documentaries from Spain, Portugal, Latin America, and the United States, including segments featuring local Illinois artists and first-time filmmakers.

NEA Literature Fellowships awarded for translation projects also support the NEA's international exchange.

NEA Literature Fellowships

NEA Literature Fellowships also are awarded for translation projects. As one of the Nation's most significant supporters of literary translation, the NEA provides fellowships for translation projects, as well as support to nonprofit presses for the publication of translations of literary work into English. These efforts give American readers opportunities to read significant contemporary international literature that originated in

languages other than English. In FY 2021, \$325,000 was awarded in fellowships to 24 translators to translate works from 16 languages across 19 countries into English.

In addition to the examples cited above, here are some examples of leadership and partnership activities that support this objective:

USArtists International

[USArtists International](#), in partnership with Mid Atlantic Arts Foundation, supports performances by U.S. artists at impactful international festivals and performing arts marketplaces outside the United States and its territories. The program supports the engagements of exemplary solo artists and ensembles across all performing arts disciplines including dance, music, theater, multidisciplinary work, and folk/traditional arts.

USArtists International is designed to encourage the presence of U.S. performing artists on international stages and in the global arts community; to support engagements that develop and expand both the careers and artistic goals of U.S. performers by providing connections with presenters, curators, and fellow artists; and to promote justice in the arts community by elevating the diverse voices contributing to the vibrant array of creative expression in the United States.

Additional funding is provided by the Andrew W. Mellon Foundation, the Howard Gilman Foundation, and The Trust for Mutual Understanding

Performing Arts Global Exchange (PAGE)

[Performing Arts Global Exchange \(PAGE\)](#) in partnership with Mid Atlantic Arts Foundation brings exemplary international music, dance, and theater to audiences across the United States. Fee support grants are available to nonprofit presenting venues and units of state, local, or tribal government based anywhere in the U.S. or its territories that book artists from a curated roster. Artists on the roster have not widely toured in the United States and reside in a selected region; the 2020–2021 roster features artists from Canada and Mexico.

United States/Japan Creative Artists Program

The *United States/Japan Creative Artists Program*, which provides three- to five-month residencies in Japan for five individual creative artists in any discipline. While in Japan, artists work on an individual project which may include the creation of new work or pursuit of their individual artistic goals.

Arts & Artifacts Indemnity Program

The NEA's Museums Office administers the U.S. government's *Arts and Artifacts Indemnity Program* on behalf of the Federal Council on the Arts and the Humanities. The Indemnity Program was created by Congress in 1975 for the purpose of minimizing the

costs of insuring domestic and international exhibitions for U.S. nonprofit museums and organizations.

Venice Biennale

Partners with the State Department by managing the peer review process for selection of participating U.S. artists and architects for the *Venice Biennale*, and by administering the grant review process for participating arts organizations.

The NEA also works with other federal agencies and international organizations in support of this objective. For example, the NEA's Office of International Activities (OIA) coordinates activity with the U.S. Department of State, especially to connect U.S.-based arts organizations with cultural attachés. Additionally, the OIA is a key point of contact for international cultural visitors from the State Department's International Visitors Leadership Program. OIA works with the State Department's Foreign Service Institute to educate new cultural attaché officers about the NEA before they head to various U.S. Embassy posts.

Finally, the NEA periodically coordinates programming with the International Federation of Arts Councils and Culture Agencies (IFACCA), a global network of arts councils, ministries of culture and government agencies representing more than 70 countries that advance arts and culture.

Integrate the Arts with Strategies that Promote the Well-being and Resilience of People and Communities

Introduction

Over the last few years in particular, the nation has withstood severe tests to its healthcare system, to its economy and environment, and to its sense of fairness and social justice. Throughout such traumas as COVID-19, racial violence, and natural disasters, the arts have been a force for healing and repair.

Through direct grantmaking and strategic partnerships, the NEA will continue to support projects that integrate arts-based strategies in health, community development, and emergency preparedness and responsiveness. These systems-based approaches to achieve positive outcomes for towns and neighborhoods already have been central to arts-and-public health initiatives, to the arts' deployment in disaster relief, to collective efforts to achieve equitable access in arts education, and to a variety of activities known as creative placemaking—the integration of arts, culture, and design with comprehensive community development. This strategic goal will permit more focused investments in communal spaces—but it also will bring greater visibility to the use of design and arts programs and therapies in improving health and well-being for individuals and communities.

Objectives, Strategies, and Project Examples

Strategic Objective 2.1: Support arts projects with a focus on advancing the health and well-being of individuals

In partnership with Departments of Defense and Veterans Affairs and state and local arts agencies, the NEA directs *Creative Forces*®: *NEA Military Healing Arts Network*. The initiative places creative arts therapies at the core of patient-centered care at clinical sites throughout the country, including telehealth services, and increases access to community arts activities to promote health, wellness and quality of life for military service members, veterans, and their families and caregivers.

Furthermore, in partnership with the Mid-America Arts Alliance, the Creative Forces Community Engagement Grant program aims to improve the health, well-being, and quality of life for military-connected populations by empowering creative expression, building social connections, and improving resilience.

The lessons learned from implementing *Creative Forces* will inform other strategies to advance individual health and well-being through the arts. The networking, technical assistance, and the evaluation and learning that occur across the *Creative Forces* program are typical of the field-building activities necessary to realize this strategic objective for broader population groups. At the federal level, the NEA models this knowledge transfer by leading the Interagency Task Force on the Arts and Human Development, which meets quarterly to examine research projects and evidence-based practice at the intersection of the arts, health, and human development.

Indeed, apart from *Creative Forces*, the NEA regularly supports not only creative arts therapies (e.g., art therapy, music therapy, dance/movement therapy, and drama therapy), but also arts-in-health programs that occur in clinical and non-clinical settings. Additionally—through direct grants and through partnerships with SAAs and RAOs—the agency funds arts projects that support healthy aging and healthy childhood and youth development, as well as rehabilitation and recovery for people in trauma, or those in prison or juvenile justice settings.

Below is a list of strategies for implementation of this objective:

- Through awards and strategic partnerships, support creative arts therapies or arts-in-health strategies—including projects that seek to assist with healthy aging and healthy childhood and youth development or with rehabilitation or recovery services, or that address currently and/or formerly incarcerated populations.
- Expand the NEA’s *Creative Forces* initiative (through clinical and community-based projects) to new target populations or focus areas within military and veteran populations exposed to trauma.

Projects that integrate the arts with strategies to improve individual health and well-being are supported by the NEA’s *Grants for Arts Projects* program and by *Partnership Agreement* grants to SAAs and RAOs. The following are recent examples of grants awarded supporting this objective:

In **Guilford, Connecticut, Project Music Heals Us, Inc.**, received a \$10,000 grant to support the Vital Sounds Initiative, providing live, virtual bedside concerts for patients recovering from COVID-19 and other conditions. The program is designed to help healthcare workers care for patients in isolation with virtual, individualized musical performances. Musicians will offer a range of musical styles and are available to perform in two-hour sessions, reaching as many as six patients per session. The program will serve individuals hospitalized and isolated due to COVID-19 and other medical conditions.

In **Brunswick, Maine, Maine State Music Theatre** received a \$10,000 grant to support free, sensory friendly performances of musicals for young audiences. The program will provide youth with autism and other intellectual and developmental disabilities and their families the opportunity to access live theater and interact with theater artists in a safe and supportive environment.

In **Minneapolis, Minnesota, Giving Voice Initiative** received a \$14,000 grant to support a choral performance project featuring dementia-friendly choruses. The program will include virtual rehearsals and public performances celebrating the abilities of individuals living with Alzheimer's and dementia.

In **Willoughby, Ohio, Fine Arts Association** received a \$10,000 grant to support a virtual production of *Modern Warrior Live* by Dominick Farinacci and Jaymes Poling. The musical will encourage community dialogue and broaden understanding of the challenges that military veterans face. Related project activities will include theater workshops and

creative arts therapy sessions for local military service members, veterans, and their families.

In **Winooski, Vermont, VSA Vermont, Inc.**, received a \$20,000 grant to support "Masked," a statewide touring exhibition of work by Vermont visual artists with disabilities. Selected artists will present work that explores the literal and metaphorical symbolism of masks. VSA Vermont also will provide the community print materials in braille and large print, offer an audio tour, and present 3D prints of selected works. Specialized tours for people with low vision, blindness, and memory loss will be offered in addition to expanded digital offerings such as livestreaming of artist talks and other programmatic events.

In **Alexandria, Virginia, Art League, Inc.**, received a \$30,000 grant to support the IMPart (Injured Military Personnel and Art) program. A visual arts education outreach program, IMPart provides wounded military personnel with art-making experiences that support the redevelopment of fine motor skills. Participants study ceramics, bladesmithing, and sculpture with support of family members and caregivers on site at the Art League and at Fort Belvoir, a nearby military base.

In **Tacoma, Washington, Museum of Glass** received a \$35,000 grant to support the expansion of Hot Shop Heroes, a glass-making program for wounded warriors. The museum plans to expand its therapeutic glass art program with Joint Base Lewis-McChord by creating strategic partnerships within the contemporary glass movement to provide outreach to other U.S. glass institutions and military bases.

In addition, the NEA offers:

Creative Forces ®: NEA Military Healing Arts Network

[*Creative Forces ®: NEA Military Healing Arts Network*](#), a leadership initiative that seeks to improve the health, wellness, and quality of life for military and veteran populations, as well as their families and caregivers. *Creative Forces ®: NEA Military Healing Arts Network* is conducted in partnership with the U.S. Departments of Defense and Veterans Affairs and the state and local arts agencies. Current partners also include the Henry M. Jackson Foundation, Americans for the Arts, and Mid-America Arts Alliance.

Shakespeare in American Communities: Juvenile Justice

[*Shakespeare in American Communities: Juvenile Justice*](#), a leadership initiative in partnership with Arts Midwest, enabling theater companies and organizations to engage youths within the juvenile justice system with the works of Shakespeare through theater education programs nationwide.

Federal Bureau of Prisons Artist-in-Residence Program

The NEA currently partners with the Federal Bureau of Prisons to provide artist-in-residence programs, primarily creative writing, at three federal prisons—in New York, West Virginia, and South Dakota. The NEA offers technical assistance and support to the teaching artists and helps the prisons in selecting community-based artists for the program.

Strategic Objective 2.2: Embed the arts in system-wide initiatives that strengthen or heal communities

Beyond supporting arts projects that advance individual health and well-being, the NEA rewards grassroots partnerships that integrate the arts with long-term strategies to heal a whole community, or to protect or revitalize its natural, cultural, and economic resources. On a local level, these strategies often take the shape of creative placemaking programs—such as those supported by the NEA’s *Our Town* initiative—but they also involve collective impact models that preserve arts education within K-12 school systems. Whether such projects contribute to community planning and development, a new national infrastructure for folk and traditional arts, emergency preparedness and recovery, or responses to climate change, they invariably require public-private partnerships that the NEA can help to catalyze and sustain across multiple sectors.

Below is a list of strategies for implementation of this objective:

- Projects that focus on systems-level change (such as *Our Town* and *Arts Education Collective Impact Grants*) to achieve positive outcomes for communities.
- Projects that use the arts to protect and revitalize natural, cultural, and economic resources within communities.
- Emergency preparedness planning for arts organizations, the building of their protective capabilities, and trauma response and recovery efforts within communities.

Projects that use system-wide approaches to strengthen or heal communities or the environment will be supported by the NEA’s *Grants for Arts Projects* program and by *Partnership Agreement* grants to SAAs and RAOs. The following are recent examples of grants awarded supporting this objective:

In **Winona, Minnesota**, **Art of the Rural** received a \$20,000 grant to support the Kentucky Rural-Urban Exchange, a virtual program to develop creative leadership in the state. Participants from the western Kentucky coalfields, northern Kentucky river cities, and rural Appalachian region will gather virtually to share stories, articulate challenges, and develop skills related to arts, agriculture, community development, health, and business. Case studies, handbooks, and insights from the program will be shared with the field through virtual programming.

In **Vancouver, Washington**, **Native Arts and Cultures Foundation, Inc.**, received a grant to support a national convening. Native artists, arts administrators, culture bearers, and community leaders will discuss employing Indigenous arts to advance social justice and confront climate change. In solidarity, leaders of African-American cultural

organizations, such as Chicago's Africa House and the Urban League of Portland, will be invited to add their voices in addressing the issues challenging all persons of color.

In Princeton, West Virginia, RiffRaff Arts Collective, Inc., received a \$75,000 grant to support a series of arts programming that fosters dialog and healing in Princeton, West Virginia. Project activities include the production of music videos, documentary short films, and community conversations. Community members, including youth, will co-create and present artworks at city council meetings as a way to initiate discussions on critical issues facing Princeton, such as homelessness, mental health, and drug abuse. Project partners include the City of Princeton, Community Connections, West Virginia University Center for Resilient Communities, and other local nonprofits. The creative methods of engagement are intended to bring about positive community change and connection, ultimately serving as a model for the region.

In addition to the direct grant examples cited above, here are some examples of leadership and partnership activities that support this objective:

Mayors' Institute on City Design (MICD)

[MICD](#) is a leadership initiative of the NEA in partnership with the United States Conference of Mayors. Since 1986, the Mayors' Institute has helped transform communities through design by preparing mayors to be the chief urban designers of their cities.

MICD achieves its mission by organizing technical assistance workshops where mayors engage leading design and development experts to find solutions to the most critical planning and design challenges facing their cities. Sessions are organized around case study projects. Each mayor presents a project from his or her city and receives feedback from other mayors and design professionals.

Every year, *MICD* plans and manages six sessions held throughout the country. Participation in each two-and-one-half-day session is limited to eight mayors, eight preeminent design and development professionals, and *MICD* partners. Many complex design topics have been addressed in recent years including downtown and neighborhood revitalization, transportation planning, creative placemaking, district visioning and branding, main street and commercial corridor redevelopment, affordable housing, historic preservation, and sustainable development. Following each presentation, mayors and design professionals identify important issues, offer suggestions, and discuss potential solutions. The interchange sparks lively debates, generates new ideas, and inspires creative thinking.

In response to the COVID-19 pandemic, *MICD* has adapted its model to a series of impactful and timely virtual programs in 2020 and 2021. The inaugural MICD Just City Mayoral Fellowship, a collaboration between the Mayors' Institute on City Design and the Just City Lab at the Harvard Graduate School of Design, launched in Fall of 2020. Using the *MICD* model, the program brings together a small group of mayors and design experts over the course of nine weeks to directly tackle racial injustices in each of their cities through planning and design interventions. Other virtual offerings have included direct

technical assistance support for mayors and their planning staff, along with a series of seminars that cover timely topics such as designing streets for pandemic response and recovery, and monuments—reckoning with the past and envisioning the future. *MICD* offers mayors an intimate space to learn from each other and the nations' leading design experts on ways to tackle pressing and timely design challenges.

With the dual goals of educating mayors about design and educating design professionals about the practical needs of American cities, the program has graduated more than 1,200 mayors and engaged more than 700 designers.

Citizens' Institute on Rural Design (CIRD)

[CIRD](#) is a leadership initiative of the NEA in partnership with the Housing Assistance Council. Focusing on communities with populations of 50,000 or less, *CIRD*'s goal is to enhance the quality of life and economic vitality of rural America through planning, design, and creative placemaking.

CIRD is intended to empower local citizens to capitalize on unique local and regional assets in order to guide the civic development and future design of their own communities. The *CIRD* program goals include:

- Building capacity in rural communities to plan comprehensive revitalization strategies;
- Introducing creative placemaking, arts, culture, and design strategies as drivers of economic development in rural America;
- Facilitating a network of rural communities for idea exchanges and peer learning; and
- Preparing communities to be ready and competitive for state and federal funding opportunities.

CIRD provides communities access to the resources they need to convert their own good ideas into reality. The program offers competitive funding to small towns and rural and tribal communities to host a multi-day community design workshop. With support from a wide range of design, planning, and creative placemaking professionals, the workshops bring together local residents and local leaders from nonprofits, community organizations, and government to develop actionable solutions to the community's pressing design challenges. The community receives additional support through webinars, web-based resources, and customized follow-up support after the workshop.

From 2021-2022, *CIRD* will engage four rural communities in hosting a local design workshop and 15 communities in the design learning cohort. From 2019-2020, *CIRD* delivered three hybrid and virtual local design workshops, and supported a cohort of 20 rural communities by offering virtual learning, technical assistance, and peer exchange on a range of rural design topics.

Arts Education Collective Impact Grants

[Arts Education Collective Impact Grants](#), which transform schools and communities by providing access and engagement in the arts for all students through collective, systemic approaches. Projects aim to ensure that all students across entire neighborhoods, schools, school districts, and/or states—in communities of all sizes—participate in the arts over time.

Our Town

[Our Town](#), the NEA’s flagship creative placemaking grants program. Through project-based funding, we support projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes.

National Folklife Network

The *National Folklife Network*, a new NEA strategic partnership that will cultivate the development of seven pilot folklife programs—four in rural areas, and three in urban areas. The four rural regions are the Northern Plains, Southern Plains, Intermountain West, and Alaska, while the three urban folklife programs will be in cities on or east of the Mississippi River. Each location faces its own unique challenges, including weak infrastructure, a diffuse population, and deeply ingrained poverty.

Appalachian Gateway Communities Initiative

Appalachian Gateway Communities Initiative offers targeted technical assistance, cultural heritage and tourism assessments and planning, arts and culture workshops, and small grants for project implementation for these communities. The NEA works in partnership with the Appalachian Regional Commission to support this initiative.

Save America’s Treasure

Save America’s Treasures awards grants to preserve nationally significant historic properties and collections that convey our nation’s rich heritage to future generations. The program is administered by the National Park Service in cooperation with the NEA, the Institute of Museum and Library Services (IMLS), and the National Endowment for the Humanities (NEH).

Disaster Relief

The NEA provides financial support, technical assistance, and national leadership following man-made disasters and natural disasters such as hurricanes and wildfires. NEA staff have deployed multiple times to Puerto Rico and the Virgin Islands through the Interior Department and FEMA to work with state and local agencies on assessing and

repairing damage to cultural and historical resources and to help advance the recovery of arts and cultural sectors. These functions have included capacity-building for nonprofit arts organizations so they are better prepared for future calamities. As part of the National Disaster Recovery Framework, the NEA works closely with the Federal Emergency Management Agency, the U.S. Department of the Interior, the Economic Development Administration, and other agencies to demonstrate how the arts can revitalize communities after natural and man-made disasters—including those resulting from climate change—and ensure that recovery policies in development include the arts sector. The agency also helps to ensure that the sector has access to recovery resources. The NEA is a supporting agency in the Natural and Cultural Resources Recovery Support Function and has worked extensively with the Economics and the Community Planning and Capacity Building Recovery Support Function teams in response to COVID-19. In addition, the agency is a member of the Heritage Emergency National Task Force, a collaboration between the Smithsonian Institution and FEMA. Beyond these obligations, the NEA serves on the steering committee of the National Coalition for Arts Preparedness and Emergency Response (NCAPER), a public-private partnership that was formed “in response to the significant losses and devastation suffered by artists and creative economies in the wake of 21st century disasters,” as the group’s website notes.

Build Capacity and Infrastructure within the Arts Sector through Knowledge-Sharing, Tools, Resources, and Evidence-Based Practices

Introduction

Arts organizations, funders, and cultural policymakers frequently look to the NEA for guidance on issues confronting the arts sector, and for research and information that can support their practice. Especially in the wake of the COVID-19 pandemic and related economic hardships, the arts sector will require greater leadership, empirical insights, and technological capacity to rebuild better while serving all people and communities nationwide.

For the third consecutive five-year period, the NEA will launch a research agenda seeking to promote research about the value and impact of the arts. Alongside these projects, the NEA will support the creation and distribution of evidence-based guides, data tools, and other resources to assist cultural researchers and practitioners.

Throughout it all, leadership development for emerging, mid-career, and late-career arts leaders at organizations of all sizes will prove key to the arts sector's sustainability. Through grantmaking and strategic partnerships, the NEA will support these training opportunities so that arts professionals can better navigate a shifting landscape for nonprofit arts organizations and their beneficiaries.

In response to other recent changes to the U.S. arts landscape, the agency will heighten investments in projects that use digital technology in the creation and/or delivery of art. Greater support for tech-centered artistic practice and for digital capacity-building within arts organizations also can yield positive results for diversity, equity, inclusion, and accessibility. This type of support will help to bridge digital divides within different segments of the arts sector—even as it will allow artists and audiences to contribute to and benefit from technological breakthroughs in arts creation and delivery.

Objectives, Strategies, and Project Examples

Strategic Objective 3.1: Support the development of skills and strategies that will enable arts leaders to manage more effective organizations and agencies

Although the NEA is primarily a grantmaking agency, it also exerts leadership within the broader arts ecology—as noted in Strategic Objective 3.2, which emphasizes research and communications in the field. Another form of assistance centers on professional development and training opportunities for arts leaders.

Several factors have contributed to a demand for different skills and competencies for arts leaders than may have been required in the past. These factors include the following needs: to lead arts organizations effectively in a post-COVID-19 environment; to promote diversity, equity, inclusion, and accessibility in the arts; and to ensure continuity of skills acquisition and learning for successive generations of arts leaders, including those working in policy and practice at the crossroads of the arts and other sectors (e.g., health, community development,

the environment). To help fulfill such needs, the NEA will support peer-to-peer learning groups and workshops for arts administrators.

Below is a list of strategies for implementation of this objective:

- Development of a peer-to-peer network of experienced and emerging arts leaders.
- Technical assistance workshops in arts management, professional development and career transitions, grant writing, and board development.

The NEA supports arts leadership training opportunities through the *Grants for Arts Projects* program and through *Partnership Agreement* grants to SAAs and RAOs. In addition, the NEA currently offers the following initiatives:

- The Creative Placemaking Technical Assistance Program is designed to help *Our Town* grantees and prospective applicants to the program implement successful creative placemaking projects that lay the groundwork for longer-term systems change.
- The annual Professional Development Institute for SAA arts education and folk and traditional arts managers, providing meaningful leadership development and technical assistance for this field.
- The State Education Agencies Directors of Arts Education (SEDAE), an annual leadership grant that supports professional development for state education agency directors of arts education.

Strategic Objective 3.2: Produce research, statistics, and general information about the arts for the benefit of the arts sector and beyond

Apart from supporting leadership training and skills development within the wider arts sector, the NEA builds capacity for arts organizations through research and evaluation. Evidence-based practice guides, literature reviews, and statistical reports can assist arts organizations in more equitably serving the American public. The NEA also supports studies about the value and impact of the arts to individuals. This category of research can boost public recognition of the arts' benefits for society—thus validating the work of artists and arts organizations in terms meaningful to funders, policymakers, and cross-sectoral partners.

Beyond using research and evaluation to measure the arts' impacts, or to promote effective practices in the arts, the NEA communicates constantly with the general public about a range of topics, themes, programs and opportunities in the arts. The NEA's Office of Public Affairs publishes this content on traditional and social media platforms, facilitates interviews between NEA staff and media outlets to further promote the arts, and supports speeches and events featuring the NEA. The NEA's website carries up-to-date information and resources serving people and organizations from all backgrounds.

Below is a list of strategies for implementation of this objective:

- Through dedicated staff and awards and strategic partnerships, support priority goals aligning with the NEA's five-year [research agenda](#).

- Develop evidence-based tools and research and data resources that will benefit communities of artistic practice.
- Through the NEA website and traditional and social media, showcase and discuss exemplary arts practices and projects, including but not limited to those supported by the NEA.
- Convene arts practitioners, researchers, funders, and policymakers to network and discuss timely issues in the arts.

The following research programs will support this objective:

Research Grants in the Arts

[*Research Grants in the Arts*](#) fund research studies that investigate the value and/or impact of the arts, either as individual components of the U.S. arts ecology or as they interact with each other and/or with other domains of American life. The following are recent examples of grants awarded supporting this objective:

In **Evanston, Illinois**, the **Institute for Therapy Through the Arts** received a \$90,000 *Research Grants in the Arts* grant to support a mixed-methods, experimental study examining outcomes of a music-based program for older adults with dementia and their caregivers. Individuals with moderate-to-severe dementia living in memory care facilities and their caregivers will be placed into one of two groups: 1) Musical Bridges to Memory (MBM), a 12-week music program, or 2) a control group who receives standard care without a music program. In MBM, caregivers will engage weekly in communication skills training. Adults with dementia will listen to a set of pre-recorded music, and pairs of adults with dementia and their caregivers will attend a live music performance followed by a breakout group to practice communication skills. Assessment tools for both the intervention group and the control group will include pre- and post-measures and behavioral observations of social behaviors for adults with dementia and their caregivers. There will be separate measures for companion satisfaction among caregivers, and for mood and neuropsychiatric symptoms in adults with dementia.

In **Boston, Massachusetts**, **Boston Chinatown Neighborhood Center, Inc.**, received a \$25,000 *Research Grants in the Arts* grant to support a mixed-methods study exploring how collaborative artmaking by artists and local residents can improve community social cohesion. The study will investigate the Pao Arts Center's Residence Lab, a program that partners Asian-Pacific Islander artists with Boston Chinatown residents so they can use storytelling and the co-creation of artwork to shape the future of Chinatown and expand its cultural footprint. Researchers will rely mainly on ethnographic and qualitative methods such as interviews with artists, residents, and visitors; observations of Residence Lab workshops; and analyses of artistic products. In addition, the team will administer community health surveys on social cohesion, cultural identity, neighborhood wellness, and the arts' potential impacts on health.

NEA Research Labs

Through a series of grants and cooperative agreements, the NEA is establishing a national program that permits transdisciplinary research teams, grounded in the social and behavioral sciences, to engage with the NEA's [five-year research agenda](#). The [NEA Research Labs](#) program will yield empirical insights about the arts for the benefit of arts and non-arts sectors alike.

Each of the *NEA Research Labs* designs a research agenda, conducts a program to implement its own agenda, and prepares reports and other products that contribute substantively to a wider understanding of one of three areas of special interest to the NEA. Sustained methods of inquiry into these topic areas will have distinctive benefits for the arts community, but also for sectors such as healthcare, education, and business or management. The three topic areas that our Labs are covering are:

- [The Arts, Health, and Social/Emotional Well-Being](#)
- [The Arts, Creativity, Cognition, and Learning](#)
- [The Arts, Entrepreneurship, and Innovation](#)

In addition to the examples cited above, here are some examples of leadership and partnership activities that support this objective:

- *Sound Health*, a partnership between the John F. Kennedy Performing Arts Center and the NIH, in association with the NEA, promotes research and public awareness about the potential impact of music on neuroscience, health, and well-being. In partnership with NIH, the NEA supports research grants on “Music and Health.”
- *Sound Health Network* is a partnership of the NEA with the University of California, San Francisco in collaboration with the NIH, the John F. Kennedy Center for the Performing Arts. The [Sound Health Network](#) (SHN) was established to promote research and public awareness about the impact of music on health and wellness. A national resource center, SHN regularly hosts webinars for the public, issues newsletters, maintains a clearinghouse of research articles, and connects and convenes researchers, musicians, music therapists, and others to improve access to knowledge at this bustling intersection.
- *Creative Forces* ®: *NEA Military Healing Arts Network* invests in clinical research on the impacts and benefits—physical, social, and emotional—of creative arts therapies as innovative treatment methods.
- The *Arts Education Partnership* (AEP) operates ArtsEdSearch, an online database of research focused on the outcomes of arts education. AEP is supported by the NEA and the U.S. Department of Education and administered by Education Commission of the States.
- *Creative Economy State Profiles* and a database of state-level studies of the creative economy are maintained by NASAA, under an agreement with the NEA.

- The *National Arts Statistics & Evidence-Based Reporting Center* analyzes and reports on national arts-related datasets according to a published schedule, and produces evidence-based practice guides and topical reports for arts practitioners.
- The *National Archive of Data on Arts & Culture* is a NEA-funded public repository of arts-related datasets and publications.
- The *Survey of Public Participation in the Arts* (SPPA) is a cross-sectional survey that occurs roughly every five years in partnership with the U.S. Census Bureau. In addition, the NEA partners with the Census Bureau to conduct a short-form version—the Arts Basic Survey—between waves of the SPPA.
- The *U.S. Arts and Cultural Production Satellite Account* is directed in partnership with the Bureau of Economic Analysis to report, on a yearly basis, national and state-level data about the arts’ contributions to the U.S. economy.
- Currently, the NEA is partnering with the NSF to support a *research workshop on the value of the arts to computer science education*. The NEA also partners with NSF in supporting an Arts Module on the periodic General Social Survey.
- The *Interagency Task Force on the Arts and Human Development*, a group consisting of members from 15 federal entities, strives to encourage more and better research on how the arts can help people reach their full potential at all stages of life.

Strategic Objective 3.3: Invest in the capacity of arts organizations and artists to serve a broader public through digital or emergent technology

For decades, artists and arts organizations have experimented with the use of digital and emergent technology as a creative medium, creating a dynamic but consistently under-resourced field of artistic practice. A NEA research report, [*Tech as Art: Supporting Artists Who Use Technology as a Creative Medium*](#) (2021), analyzes this field and the historic barriers and opportunities that have defined it. The report also highlights the cross-sectoral practices of tech-centered artists, their engagement with the larger societal issues of our time—ranging from racial justice to climate change—and their capacity to network and innovate.

Although data from the Bureau of Economic Analysis suggest that web streaming and web publishing are among the highest-growth categories of all arts-related industries, the work of tech-centered artists is poorly represented across the U.S. arts funding landscape, as shown by the *Tech as Art* report. And yet, the inclusion of these artists in the work of arts organizations promoting different artistic disciplines has become more critical than ever, now that the COVID-19 pandemic has forever altered the shape of arts programming and presentation. As in-person events came to a halt in early 2020, organizations were forced to turn to digital and hybrid programming. Over the next few years, the NEA will invest in greater capacity for arts organizations and artists to harvest lessons from the pandemic and offer digital opportunities for arts participation—inclusive of hybrid programming—to reach a broader and more diverse public.

Through awards and strategic partnerships, the NEA will support:

- Tech-centered creative practices and artist-driven explorations of digital or emergent technology across all artistic disciplines.

- Arts organizations’ capacity to deliver tech-centered, digital, and hybrid arts and cultural programs to audiences and learners.
- Opportunities for professional development in tech-centered creative practices.
- The exploration of field-building initiatives that develop networks across artistic disciplines and relevant entities for investing in tech-centered creative practices and artist-driven use of digital or emergent technology.
- The exploration of strategies to share information among peer networks—and to raise awareness about— creative solutions and best practices for using digital technology, including accessibility requirements for websites, virtual programs, and other tech-centered activities.

Projects that support tech-centered artistic practice and greater opportunities for arts participation via technology are supported by the NEA’s *Grants for Arts Projects* program and by *Partnership Agreement* grants to SAAs and RAOs. This support is provided across all artistic disciplines.

In particular, through the Media Arts office, organizations can apply for funds to support digital and emergent technology projects across any artistic field, from dance, musical theater, and visual arts to arts education initiatives. The Media Arts program has a stated priority to support exemplary models and emerging practices in digital storytelling; performance, visual, and cinematic arts; net art, or art that uses the Internet as its medium; as well as immersive and interactive media, open-source software toolkits, and other forms of data visualization or computation, across all artistic disciplines, genres, and forms.

The following are recent examples of grants awarded supporting this objective:

In **Cambridge, Massachusetts**, the **Massachusetts Institute of Technology** received a \$25,000 grant to support the Indigenous Digital Delegation, an initiative celebrating America’s creativity in art, technology, and the diversity of cultural and technical knowledge amongst Indigenous Nations. Partnering with the Indigenous Screen Office at the University of Winnipeg, the Co-Creation Studio at MIT OpenDocLab will host a series of convenings centered on Indigenous-led art and technology for artists, scholars, technologists, and the public. Convenings will be both virtual and in-person at MIT.

In **New York, New York**, **CultureHub, Inc.**, received a \$30,000 grant to support artist residency and facilities access programs for the development of new media and technology-based artworks. Devoted to supporting creative intersections between arts and technology, CultureHub will offer facilities and workspace access, technical support, and opportunities for public presentations for artists exploring new forms of digital storytelling, including virtual reality, networked virtual performance, and multiplatform web-based experiences.

In addition, as mentioned above, the NEA’s Media Arts office and Office of Research & Analysis conducted a national field scan on arts and technology, in partnership with the Ford Foundation and the Knight Foundation. The resulting publication, [*Tech as Art: Supporting Artists Who Use Technology as a Creative Medium*](#) (2021), is accompanied by ten commissioned essays from arts practitioners. The materials highlight historic barriers and opportunities for the

field—illustrating, for example, how tech-centered creative practice can support greater equity and inclusion in STEM learning.

In addition to the examples cited above, here are some examples of leadership and partnership activities that support this objective:

Documentary Sustainability Project

The NEA, through a cooperative agreement in partnership with the Sundance Institute, supports the [*Documentary Sustainability Project*](#), a national field-building network that promotes filmmaker-friendly policies, best practices, and strategies and creates a sustainable infrastructure that will strengthen the independent film and new media field through knowledge exchange, cross-sector collaboration, and research.

Workshop with NSF on Arts and Computer Science

Currently, the NEA is partnering with the NSF to support a research workshop on the value of the arts to computer science education.

State and Regional Partnerships

As our public agency partners, SAAs and RAOs greatly extend the agency's reach and impact, translating national leadership into local benefit. SAAs and RAOs assist the NEA in achieving our strategic goals and objectives. The 50 State and six special jurisdiction SAAs—together with their six RAOs—historically have been allocated 40 percent of the NEA's grantmaking funds. In recent years, more than 4,500 communities have been served each year through grants made possible by partnership agreements with SAAs and RAOs.

The FY 2023 request will enable our State and regional partners to receive \$63.6 million as follows:

Basic Plan Support	\$50.053 million
Underserved	\$13.547 million

In addition, the NEA provides funding to SAAs and RAOs above the 40 percent to support arts education and folk and traditional arts projects. Likewise, additional funding is provided to SAAs for their participation in the NEA's *Poetry Out Loud* initiative.

NEA Partnership Agreement grants invest in the work of SAAs and RAOs and support programs and initiatives that respond to constituent needs in arts education, organizational and community development, preservation of diverse cultures, and providing access to the arts. Here are examples of SAA and RAO programs:

The **South Dakota Arts Council (SDAC)** developed [Residencies for Recovery](#) within SDAC's Emergency Assistance Grants framework to help struggling arts groups build resiliency while helping to support artists within the state. Nonprofit arts and cultural organizations and certain government organizations may request support to employ artists to help develop and implement creative planning to recover from the COVID-19 pandemic, prepare for future disasters, and build resilient arts communities.

Numerous state arts agencies, including the **Alabama State Council on the Arts** and the **Idaho Arts Commission**, are addressing implicit bias in their written materials and agency processes with the help of internal staff, external community task forces, and paid consultants. They are rewriting application guidelines and simplifying application procedures and technology requirements in an effort to welcome an expanded constituency into agency services, activities, and funding.

The **Nevada Arts Council (NAC)** is holding discussions with the Stewart Indian School Cultural Center and Museum in Carson City, Nevada, and Great Basin Native Artists, a nonprofit collective of Indigenous artists, to develop the Wa-Pai-Shone Artists Initiative. This project will provide \$50,000/year to support artist residencies and demonstrations, professional development opportunities, and peer-reviewed grants to and for people identifying as Native American in Nevada. A similar initiative is being discussed to extend enhanced services to Nevada's largest geographical concentrations of Black residents—the North Las Vegas and the Westside Las Vegas neighborhoods. A third initiative will direct resources toward artists in rural areas who express a "Western" identity through ranch crafts, visual and musical arts, or cowboy poetry. Future initiatives are also being discussed

to focus outreach and resources on Nevada's Hispanic and Latino artists and communities, refugee populations, and others.

In addition to the above, the following RAO program assists the NEA is carrying out its strategic goals and objectives:

NEA Regional Touring Program

The *NEA Regional Touring Program* helps bring high-quality performing, literary, and visual arts activities to communities across the country. Offered in partnership with the six RAOs, the program provides support for interstate touring and gives priority to underserved communities. The *NEA Regional Touring Program* reflects both national priorities and the unique opportunities and needs of each region. The program gives artists the opportunity to enrich their work by broadening their exposure to new audiences, gives audiences the opportunity to experience live arts events, and gives presenters the opportunity to showcase touring artists that might not otherwise perform in their community. Almost all touring engagements are structured to have an interstate orientation and include school or community educational activities such as artist talkbacks or master classes. Support is available for regional programs that:

- Increase access in underserved communities.
- Increase benefit through complementary educational activities and community partnerships.
- Are based on planning with touring artists and community groups.
- Ensure high quality.
- Encourage diversity.
- Predominantly feature the presentation of out-of-state artists and organizations.
- Assist and strengthen a network of arts-presenting organizations in rural and underserved communities.
- Encourage programming that is made accessible to and engages with individuals and artists of all abilities.

Cross-Cutting Objective: The NEA Will Model Diversity, Equity, Inclusion, and Accessibility in the Arts through All of Its Activities and Operations

In its founding legislation, the NEA was charged with the responsibility of widening the availability of art, particularly to historically underserved populations— those whose opportunities to experience the arts are limited by geography, ethnicity, economics, or disability. Since its creation, the NEA has dedicated considerable resources, developed several leadership initiatives, and strengthened its partnerships with SAAs and RAOs to realize the agency’s mission to foster and sustain an environment in which the arts belong to everyone in the United States.

The NEA continues to make progress in lifting barriers to arts participation across the nation. Most recently, an analysis showed that more than 43 percent of arts activities sponsored by NEA grants are held in Census tracts where 20 percent or more of the population live below the poverty line. In addition, the NEA’s partnership grants to SAAs and RAOs include funds set aside to respond to the needs of underserved populations within states and regions.

The agency will monitor the distribution of grants in support of widening its reach among diverse demographic, geographic, and socioeconomic groups. It also will explore methods for tracking and enlarging the diversity of organizations represented in the NEA’s applicant pool and grants portfolio. Related factors may include the demographic characteristics associated with applicant/grantee organizations, their missions, budget sizes, geographic locations, and first-time applicant status.

This cross-cutting objective also refers to the NEA’s internal operations. In its day-to-day functioning, the agency aspires to model the principles of diversity, equity, inclusion, accessibility and equal employment opportunity principles to ensure effective management and accountability of federal resources.

To support this cross-cutting objective, the NEA will hew closely to the Equity Action Plan it submitted to OMB in January 2022. The document outlines new and ongoing activities, potential barriers, and mechanisms for tracking progress on equity in five domains: arts participation in underserved communities; community engagement; accessibility; data; and contracting and procurement. In FY 2023, moreover, the NEA will develop a long-term monitoring and evaluation strategy using outcomes data to assess overall effectiveness of the Equity Action Plan

Regarding staff operations as a whole, the NEA will establish a model Equal Employment Opportunity (EEO) program that will serve as the foundation on which the agency will execute its mission. Integral to this program will be the creation of a DEIA Strategic Plan and the monitoring of its implementation.

Among the agency’s funding programs, *Grants for Arts Projects* (to eligible organizations), *Challenge America*, and *Partnership Agreement* grants (to SAAs and RAOs) are expected to contribute toward the accomplishment of this cross-cutting objective.

The NEA's Office of Accessibility will coordinate with agency offices and the public to ensure access to the grant process, agency programs, and public engagement for people with disabilities.

Internally, the NEA's EEO program will be a significant contributor to this cross-cutting objective. The EEO office serves as a resource to agency managers and employees by providing direction, guidance, and monitoring of key activities to achieve a diverse workplace free of barriers to equal opportunity. The NEA's EEO program thus will help to maintain a workplace free from discrimination in any of its management policies, practices, or procedures, better enabling the agency to pursue its mission. In addition, the EEO office co-leads trans-agency working groups that will implement the NEA's Equity Action Plan and will develop a DEIA Strategic Plan.

Program Support

Introduction

The Program Support budget funds activities that directly relate to and enable the NEA to serve the American public by exercising leadership with the arts fields. These activities include grant application review, research and analysis projects, production of various agency publications, travel for members of the National Council on the Arts (NCA), arts accessibility activities, contractual services, and assessments for E-Government initiatives. Activities supported under this account contribute to the achievement of all of the agency's goals.

Funding

The NEA requests \$2,500,000 in FY 2023 for Program Support (see table on page 83 for a breakdown of expenses). Provided below are the categories through which we undertake Program Support activity.

- Panels and Reviewers. Critical to our work is our national merit review system. As required by law, the NEA engages expert advisors to review applications, which enhances the credibility and fairness of the review system. \$380,000 is requested for panelist and reviewer compensation.
- Consultants. \$62,000 is requested to support expert consultants' participation at convenings on arts topics, presentations at NCA meetings, and review of manuscripts submitted as part of the *NEA Literature Fellowships* application review process.
- Printing and Reproduction. \$51,000 is requested for the production of publications that directly relate to the arts fields, including brochures about agency grant opportunities.
- Travel. \$74,000 is requested to support travel for NCA members, recipients of the National Medal of Arts, and individuals participating at convenings, symposia, and meetings.
 - Members of the NCA (composed of up to 18 voting members) travel to Washington, D.C. three times per year to advise the NEA Chairman on agency policies, grant applications, and the funding of specific projects; they also travel to attend working groups and other agency meetings and functions.
 - Recipients of the *National Medal of Arts* are invited to travel to Washington, D.C. to receive the award at a special White House ceremony. Created by Congress in 1984, the *National Medal of Arts* is conferred annually by the President to honor persons and organizations that have made extraordinary contributions to the excellence, support, growth, and availability of the arts in the United States.
 - Individuals travel at the request of the NEA to participate at convenings, symposia, and meetings on various arts topics.
- Research and Analysis. The NEA requests \$1,238,000 in Program Support funds for research and analysis. The NEA's Office of Research and Analysis (ORA) produces

unique data sets to the public—see, for example, the NEA’s [National Archive of Data on Arts & Culture](#) (NADAC)—and analyses and reports that provide important insights into public policy issues affecting artists, arts organizations, and arts audiences. Funding also supports activities essential to implement the goals, objectives, and performance measurements reflected in the agency’s Strategic Plan and Performance Plan.

- Accessibility. The agency goal of increasing access to the arts for all Americans is achieved in part by addressing grantee compliance with Section 504 of the 1973 Rehabilitation Act and the 1990 Americans with Disabilities Act (ADA). The \$23,000 requested will support symposia, workshops, and panels that address accessibility issues.
- Other Services. \$342,000 is requested for contractual services supporting programs, projects, and initiatives as well as the *National Medal of Arts*; various costs in support of panel operations; negotiation and approval of indirect cost rates for nonprofit organizations and non-Federal organizations; and efforts to enhance public access to and knowledge about the agency’s activities such as production of agency publications and online content, and webcasting of agency activities of particular interest to the arts field and general public.
- Assessment for Grants.gov. The Grants.gov initiative is part of the overall E-Government program for improving access to government services via the internet. The charter of Grants.gov calls for establishing a simple, unified electronic storefront for interactions between grant applicants and the Federal agencies that manage grant funds. Grants.gov allows organizations to find and apply electronically for competitive grant opportunities from all Federal grantmaking agencies. As one of 26 Federal grantmaking agencies, the NEA is assessed an annual fee for use of Grants.gov, which is paid to the U.S. Department of Health and Human Services (HHS), the managing partner for Grants.gov. \$330,000 is requested for the FY 2023 Grants.gov assessment.

Objectives, Strategies, and Achievements

The activities supported by this account contribute to the achievement of all of the NEA’s goals. The following describes four particularly important strategies/activities made possible with Program Support funds.

Quality Grant Application Review

Recent achievements. Our application review process relies upon the assistance of citizen experts who serve as panelists and consultants; their membership must comply with the agency’s authorizing legislation, as amended. This includes ensuring “that all panels are composed, to the extent practicable, of individuals reflecting a wide geographic, ethnic, and minority representation as well as individuals reflecting diverse artistic and cultural points of view.” Panels contribute significantly to the Chairman’s funding decisions.

The NEA implemented a policy of 100 percent virtual panels in May 2014. Convening review panels virtually results in cost-savings without impacting the quality of the review

process. Panelists continue to thoroughly review all applications, have quality discussions, and recommend applications of high artistic excellence and merit for funding. Additionally, holding review panels virtually increases the potential pool of panelists, and assists with the recruitment of panelists from diverse backgrounds, as work can be conducted remotely without panelists having to take time to travel to the NEA.

In addition to panelists, consultants are engaged in the review of *NEA Literature Fellowship* creative writing and translation applications. For funding in FY 2021, the agency received 1,682 creative writing applications and 98 translation applications covering a multitude of languages. In the case of translation fellowships, consultants serve as expert readers to consider the extent to which the language, the author, and the specific work to be translated are not adequately represented in English translation; the applicant's proficiency in the language to be translated; and the significance of the author and/or the original work. These applications also are reviewed by virtual panels.

Quality Research and Analysis

Recent achievements: One of the cornerstones of the agency's Strategic Plan is the focus on research and evaluation. For three-and-a-half decades, NEA's research products have led national conversations about how Americans participate in the arts, how artists compare and contrast with the rest of the U.S. workforce, and how arts organizations fare as part of the overall economy. For example, a new report published in April 2021, [*WE-Making: How Arts & Culture Unite People to Work Toward Community Well-Being*](#), shows that place-based arts and cultural practices, or creative placemaking, can help grow social cohesion to encourage community well-being. Developed with support from the NEA, The Kresge Foundation, and other funders, *WE-Making* breaks new ground by synthesizing research from different areas of study along with on-the-ground experiences of artists and researchers, practitioners in community development, and advocates for health equity. The report distills that information into key terms and concepts that together demonstrate that social cohesion nurtures coordinated community organizing and can lead to increased community well-being.

Productive Convenings

Recent achievements: By leveraging strategic partnerships and engaging expert consultants, the NEA conducts workshops, forums, and convenings to address important and emerging issues in the arts. For example, the NEA's senior staff and artistic discipline directors meet annually with the [National Association of Latino Arts and Cultures \(NALAC\) Advocacy Leadership Institute](#) to provide information on the NEA, exchange ideas on the current state of the arts sector, and better understand the perspectives of the NALAC fellows as they work in their respective arts fields.

In the fall of 2018, the NEA and the National Assembly of State Arts Agencies co-hosted [*Close Listening*](#), a convening to address the value and impact of Folk & Traditional Arts. The NEA convened 120 people from 46 states, 2 territories, and several indigenous communities to showcase the breadth of Folk & Traditional Arts programs in the United States, and to articulate collective value and impact. We discussed how traditional arts practitioners, folklorists, cultural advocates, community leaders, festival directors,

educators, and museum curators work to honor and sustain the expressive cultures of our many communities. We identified significant innovations, accomplishments, and synergies. And, we engaged in vigorous discussion about how to amplify transmission, awareness, understanding, and appreciation of cultural heritage. The conversations among such a diverse group of cultural heritage practitioners and professionals revealed the critical roles Folk & Traditional Arts play in building and maintaining a cohesive society.

Effective Outreach

Recent achievements: Outreach is a critically important strategy for all agency goals. Through the Program Support account, our outreach efforts focus primarily on the use of our website, the production and distribution of materials, and the use of social media as vehicles for communication. We support outreach intended to educate applicants, grantees, and the general public. Additionally, we provide technical assistance that encourages accessibility in arts programming for older adults, veterans, people with disabilities, and people who reside in institutions. In FY 2022, the agency plans to evolve its strategy from "outreach" to "engagement," finding ways to build trust and long-lasting relationships with communities whose access to NEA funding, programming and resources has been limited by ethnicity, geography, economics and disability. Some examples of recent accomplishments include:

- Providing on our website a means to: obtain up-to-date information on the arts and the NEA, such as through the [National Endowment for the Arts blog](#), which highlights the ways that art works in neighborhoods and towns across America; and view live webcasts such as the *NEA Jazz Masters* awards ceremony and concert, and public meetings of the National Council on the Arts. In addition, an [online grant search](#) tool available on the agency's website allows the public to search all of the NEA's grants since 1998 using a variety of attributes to customize their results.
- Expanding the use of webinars to interact with the public. Webinars cover a wide variety of subjects, from grant workshops, to press conferences, to NEA research efforts, to presentations on topics of interest to both the agency and its constituents. Recent webinars include:
 - Grant guideline workshops, with presentations by NEA staff followed by question and answer sessions.
 - On March 11, 2021, the NEA hosted [The Art of Reopening Webinar](#) exploring best practices for reopening arts venues. The webinar is based in part on the NEA's report [The Art of Reopening: A Guide to Current Practices Among Arts Organizations During COVID-19](#) that was published in January 2021. The report examines reopening practices of organizations that resumed in-person programming in 2020 and presents promising tactics along with nine case studies. Three of the organizations featured as case studies formed the panel moderated by Sunil Iyengar, director of the NEA's ORA.

The use of webinars provides members of the public with both an opportunity to communicate directly with and ask questions of the agency, as well as an available

resource to share with others and use for future reference. In turn, the NEA is able to interact with more members of the public than it could in a single in-person forum, while also saving travel and meeting costs.

- Producing and distributing materials such as:
 - The [*Guide to the National Endowment for the Arts*](#), which provides details on the programs and activities that the NEA supports, as well as funding deadlines for the agency's various grant programs.
 - [*American Artscape*](#), the agency's quarterly magazine featuring interviews with and stories on artists, arts organizations, and arts projects from across the United States.
 - The agency's [*Annual Reports*](#), highlighting NEA activities during a given fiscal year.
- Using social media: the agency has a presence on [Twitter](#), [Facebook](#), [YouTube](#), [Apple Podcasts](#), and [Instagram](#), all with the goal of helping the NEA share information and stay connected to the public. On YouTube, the public can access information such as video profiles of *NEA Jazz Masters*, and hear students who participated in *Poetry Out Loud* talk about their experience with the program.

National Endowment for the Arts
Detail of Program Support Activities
(\$ in thousands)

Activities	FY 2021 Obligations	FY 2022 e/ Estimated Obligations	FY 2023 Request
Panels and Reviewers	340	376	380
Consultants	46	62	62
Printing and Reproduction	19	51	51
Travel a/	8	46	74
Research and Analysis	865	1,421	1,238
Accessibility	7	23	23
Other Services b/	488	335	342
Grants.gov Assessment	<u>205</u>	<u>209</u>	<u>330</u>
Total Program Support c/	1,978 d/	2,523	2,500

a/ Includes travel costs for members of the National Council on the Arts, recipients of the National Medal of Arts, and experts invited to participate in NEA convenings.

b/ Includes costs for contractual services not reported in other categories.

c/ Excludes obligations funded by the CARES Act and the American Rescue Plan.

d/ Includes \$1,950K appropriated in FY 2021, \$1,503K of carryover funds to FY 2021, and \$58K of prior year deobligations brought forward to FY 2021.

e/ A full-year 2022 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Act, 2022 (Division A of P.L. 117-43, as amended). The amounts included for 2022 reflect the annualized level provided by the continuing resolution.

Salaries and Expenses

Introduction

The agency's management goal is to pursue and adopt exemplary practices to support the agency's mission. Achieving this goal is a prerequisite for the NEA's success in serving its overall mission. The NEA must ensure that it is a high-performing and publicly accountable organization committed to implementing its strategic plan. To succeed in this, the NEA must possess a diverse, creative, productive, and motivated workforce; ensure that its operations are efficient, effective, and transparent to the public; and be a vigilant steward of public funds and resources.

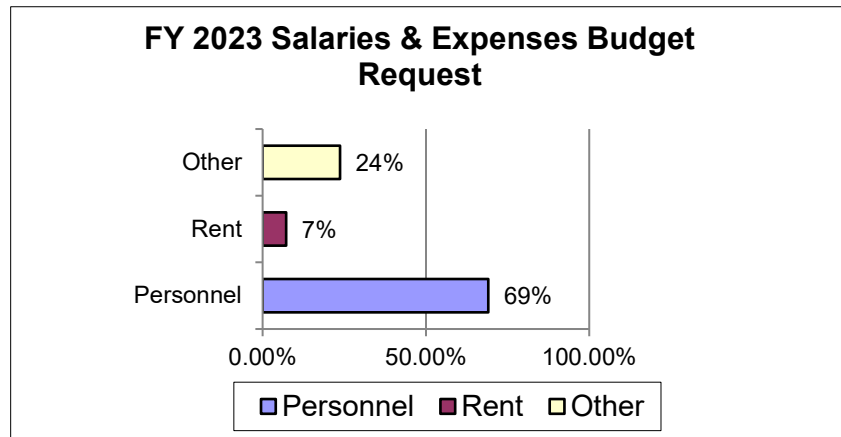
The Salaries and Expenses (S&E) budget provides operating funds essential to the achievement of the mission, goals, and objectives of the NEA and its Office of the Inspector General (OIG). Funds are needed for personnel compensation and benefits, staff and invitational travel, rent payments to the General Services Administration (GSA), communications and utilities, contractual services such as training and information technology support, reimbursable interagency agreements with other federal agencies, and the acquisition of supplies and equipment.

Funding

The NEA's FY 2023 request for S&E is \$42,050,000. The S&E budget components are (see table on page 92 for a further breakdown of expenses):

Category	Amount
Personnel Compensation and Benefits	29,053,000
Staff and Invitational Travel	400,000
Rent	3,029,000
Contractual Services / Interagency Agreements	7,697,000
Other Operating Expenses ³	1,871,000
Total	42,050,000

³ Includes transportation of things, communications and utilities, printing and reproduction, supplies and materials, and equipment.



- Personnel Compensation and Benefits. Success in achieving our mission is directly linked to the quality and expertise of the agency’s employees. Personnel compensation and benefits account for approximately 69 percent of the agency’s S&E budget. The personnel compensation request of \$29.053 million supports 164 FTE. This funding level also covers a 4.6 percent pay raise proposed by the President for FY 2023.

The NEA will also use funding provided in the American Rescue Plan to support approximately 4 FTE in FY 2023 for implementation of programming provided with these funds.

As detailed on pages 30-31, we are requesting funding for 14 new positions, including full funding for the Chief Diversity Officer position. The positions will provide additional staff support to continue with the on-going efforts of the NEA to advance racial equity, access, and climate justice. The additional positions will assist the agency to continue with deeper public engagement and the cultivation of on-going relationships with communities as reflected in the outreach around American Rescue Plan funding. With these efforts there is the expectation that the agency will see an increase in applications which will require additional capacity from the NEA to manage through the grants lifecycle.

- Staff and Invitational Travel. \$400,000 is requested for local and out-of-town travel for staff. The travel request supports agency outreach efforts, technical assistance to grantees and potential applicants, and travel associated with the planning and implementation of the agency’s projects, activities, and initiatives.
- Rent. \$3.029 million is requested for rental of office space in the Constitution Center in FY 2023.
- Contractual Services and Interagency Agreements. Contractual services obtained from the private sector and interagency agreements with other federal agencies include, but are not limited to, security, training, and various miscellaneous services such as administrative contracts for information technology and financial assistance. The NEA is seeking \$7.697 million for these purposes.

The NEA uses contractual services and interagency agreements for a range of activities such as payroll and personnel processing with the U.S. Department of Agriculture, and the Department of Health and Human Services' Employee Assistance Program. Funds are also used in support of the agency's information technology management program including:

- Support of the financial management information system (Delphi) and e-travel services system (E2) provided under an interagency agreement with the U.S. Department of Transportation's Enterprise Services Center (ESC).
- Support for an electronic grants management system (eGMS) provided under an interagency agreement with the National Endowment for the Humanities (NEH) through a strategic partnership.

In alignment with the Executive Order on Improving the Nation's Cybersecurity issued on May 12, 2021:

- The NEA's salaries and expenses request includes funding for investments in specific capabilities that protect and defend our systems and information. This includes \$3.3 million to implement the Executive Order on Improving the Nation's Cybersecurity including a focus on zero trust implementation and security logging requirement (of the \$3.3 million, \$2.3 million is estimated to be needed for contracts and \$1 million for software).
- The NEA intends to establish an agreement or contract for security as a service (SECaaS) activities to satisfy FISMA findings and fill gaps where resources are unavailable.
- The NEA is working with the Department of Homeland Security (DHS), Cybersecurity & Infrastructure Security Agency (CISA) to implement continuous diagnostic monitoring (CDM).
- Other Operating Expenses. \$1.871 million is requested for other operating services including transportation of things; communications, utilities, and miscellaneous charges; printing; supplies; and equipment (including information technology hardware and software).

Objectives, Strategies, and Achievements

The activities supported by the S&E account contribute to the achievement of all of the agency's goals. The following describes a number of important strategies/activities made possible with S&E funds.

Strategic Objective 4.1: Continue to be accountable and transparent to the public through effective operations that promote vigilant stewardship of funds

NEA's staff engage in work practices and design work systems to be effective, efficient, measurable, and transparent. The agency maintains and continually improves upon policies, processes, and systems that ensure optimal transparency and accountability. Chief among these is the NEA's grant application review process, at the heart of which are review panels comprised of citizen panels—both experts in the various arts fields, as well as laypersons with knowledge in the relevant fields.

Below is a list of strategies for implementation of this objective:

- Ensure use and effectiveness of the grant adjudication processes through sound panel selection and review processes.
- Invest in technology solutions to enable efficient, effective, accurate, accessible, and secure business operations in remote and office locations.
- Monitor agency processes to ensure efficient, effective internal controls, integrity of work products, and compliance with NEA policies and government laws and regulations.
- Provide timely, accurate, informative, and accessible data through agency reporting, website updates, publications, and other materials.

Maintain Financial Integrity

Through a cross-servicing agreement, ESC provides the NEA with an Oracle-based fully-compliant financial system. The agency received an unqualified audit opinion on its FY 2021 financial statements. This is the agency's 19th consecutive year receiving a "clean" audit opinion.

Expand the Use of Technology to Improve Productivity and Efficiency

- The NEA's grant application review process has been made more efficient through the enhanced use of technology.
- The agency continues in partnership with NEH on the eGMS. This system streamlines and standardizes grants management processes through adoption of a common cloud-based grants management solution.
- The NEA's [online grant search](#) system, launched in 2013, allows members of the public to search all of the NEA's grants since 1998, including newly recommended awards, using a variety of attributes to customize their results.

- The NEA’s Information & Technology Management Office has adopted a cloud-first strategy, consistent with Administration guidance, and also employs shared services and other new technological innovations where possible to improve productivity and cut costs.
- The NEA has significantly expanded its use of webinars to interact with the public. Webinars are free and open to the public and have covered a wide range of topics from grant workshops to presentations on specific issues of importance to the agency and our constituents.

Promote Data-Driven Decision-Making and Information-Sharing Practices

In conjunction with the implementation of the Uniform Guidance (2 CFR Part 200), the agency developed a risk-management report that retrieves current information for staff to make decisions about potential awards. Pulling data from our awards management systems and other Federal systems such as the IRS website (for current 501(c)3 status) and SAM (for active exclusions and delinquent debt) among others, we use this to help inform our decision-making. The report was designed to cross over programs and disciplines for use by NEA staff as needed.

Expand Applicant/Grantee Outreach

There is great demand for funding from the NEA; as a result, the grant process is extremely competitive. The agency is committed to broad and geographically diverse public outreach; offering grants workshops, often hosted by Members of Congress, the NEA provides public service and important information to small and mid-size nonprofit organizations throughout the country. The agency offers these workshops in-person when possible and via webinar, which has dramatically extended their reach. By providing general technical assistance to potential applicants and grantees at community, state, and national workshops and conferences, the NEA ensures that organizations serving underserved areas have knowledge of available funding opportunities.

Good Accounting Obligation in Government Act

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

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

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

recommendations from the NEA's Office of Inspector General reported during the audits of the agency.

Strategic Objective 4.2: Foster a skilled, agile, diverse, and cohesive workforce

Believing that the agency's most important asset is our people, NEA is committed to embedding principles of diversity, equity, inclusion, and accessibility (DEIA) into the agency's work practices, to foster a safe place for employees to thrive. The NEA also invests in training, mentorship, and staff recognition programs, and promotes strong employee morale and work-life balance in order to attract, develop, and retain a talented and diverse staff who are empowered and equipped to execute a shared mission and vision for the agency.

Below is a list of strategies for implementation of this objective:

- Recruit and retain a highly motivated, diverse, and talented workforce.
- Ensure that all agency staff are developed and trained to succeed while employed at the NEA.
- Develop and maintain a work environment that is safe, diverse, and inclusive, with an emphasis on open communication and the well-being of NEA staff.

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

The NEA has taken steps to foster an environment that supports a highly productive, creative, and motivated workforce. In addition to government-wide benefits—including family-friendly leave policies, and flexible/alternative work schedules—the NEA provides wellness services, such as its interagency agreement with Federal Occupational Health (FOH) to provide health center services and employee assistance programs to agency staff.

The NEA also uses federally approved awards such as performance awards, special acts, and time-off awards as a means to reward and incentivize employees. Estimated awards spending in FY 2022 and FY 2023 is provided in the table below.

FY 2022 – FY 2023 Estimated Awards
(\$ in thousands)

Estimate of FY 2022 Salary Spending, excluding Senior Executive Service (SES), Political Appointees, and Expert Consultants	\$16,287
Estimate for awards spending in FY 2022	\$407
Estimate of FY 2022 Awards Spending as a Percent of FY 2022 non-SES Salary Spending	2.5%
Estimate of FY 2023 Salary Spending, excluding SES, Political Appointees, and Expert Consultants	\$18,716
Estimate for awards spending in FY 2023	\$468
Estimate of FY 2023 Award Spending as a Percent of FY 2023 non-SES Salary Spending	2.5%

Office of Inspector General (OIG)

The Office of Inspector General was established in 1989 pursuant to provisions of the Inspector General Act Amendments of 1988 (P.L. 100-504), and the Inspector General Reform Act of 2008. The OIG is responsible for conducting audits, investigating allegations of unlawful or unauthorized activity, and providing technical assistance to grantees on matters relating to the financial management of their awards. The OIG helps the agency evaluate and improve management systems to prevent waste, fraud, and abuse, and ensure efficient, effective service. In addition, the OIG works with the Chief Information Officer to ensure the NEA’s compliance with the Federal Information Security Management Act.

There is no separate appropriation for the OIG; the OIG’s budget is funded within the NEA’s S&E budget. However, pursuant to the Inspector General Reform Act of 2008, the following table reflects the budget submitted by the Inspector General.

**Office of Inspector General Costs
(\$ in thousands)**

	FY 2021 Obligations	FY 2022 Estimated Obligations	FY 2023 Request
11.0 Personnel Comp. ^{a/}	761	678	775
12.1 Personnel Benefits	184	166	201
21.0 Travel	0	14	23
25.0 Other Services ^{b/}	188	161	198
25.1 Training	6	15	15
31.0 Equipment	<u>1</u>	<u>1</u>	<u>2</u>
Total	1,140 ^{c/}	1,035	1,214

^{a/} Supports 5 FTE in FY 2021. 4.36 in FY 2022, and 5 in FY 2023.

^{b/} Includes funding in support of the Council of the Inspectors General on Integrity and Efficiency.

^{c/} Includes \$1,033K appropriated in FY2021 and \$608K of carryover funds to FY 2021.

National Endowment for the Arts
Detail of Salaries & Expenses Activity
(\$ in thousands)

	FY 2021 Obligations	FY 2022 d/ Estimated Obligations	FY 2023 Request
11.X Personnel Compensation	17,777	18,741	21,304
12.X Civilian Personnel Benefits	5,951	6,471	7,739
13.X Benefits for Former Personnel	<u>67</u>	<u>10</u>	<u>10</u>
Total Compensation & Benefits	23,795	25,222	29,053
21.0 Travel & Transportation of Persons	8	240	400
22.0 Transportation of Things	3	8	8
23.1 Rental Payments to GSA	2,980	2,995	3,029
23.3 Comm., Utilities & Misc. Charges	288	304	306
24.0 Printing and Reproduction	16	37	37
25.0 Other Services	4,520	5,540	7,697
26.0 Supplies and Materials	9	50	83
31.0 Equipment	741	437	1,437
42.0 Insurance Claims & Indemnities	<u>25</u>	<u>0</u>	<u>0</u>
Total Non-Pay	8,590	9,611	12,997
99.0 Total: Salaries and Expenses a/b/	32,385 c/	34,833	42,050

^{a/} Excludes Interagency and Gift funds.

^{b/} Excludes obligations funded by the CARES Act and the American Rescue Plan.

^{c/} Includes \$31,700K appropriated in FY2021, \$2,878K of carryover funds to FY 2021, and \$160K of prior year deobligations brought forward to FY2021.

^{d/} A full-year 2022 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Act, 2022 (Division A of P.L. 117-43, as amended). The amounts included for 2022 reflect the annualized level provided by the continuing resolution.



**Fiscal Year 2021
Annual Performance Report**

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INTRODUCTION

The Fiscal Year (FY) 2021 Annual Performance Report (APR) supports the National Endowment for the Arts Strategic Plan: 2018-2022. The Strategic Plan outlines the agency's strategic goals and objectives and the means and strategies to accomplish them. The Annual Performance Plan sets out performance goals and indicators in support of the strategic objectives. This APR reviews and discusses the goals and indicators in light of past performance.

AGENCY AND MISSION INFORMATION

“The arts . . . belong to all the people of the United States.”⁴

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

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

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

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

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

⁴ National Foundation on the Arts and the Humanities Act of 1965, as amended

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

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

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

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

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

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

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

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

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

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

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

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

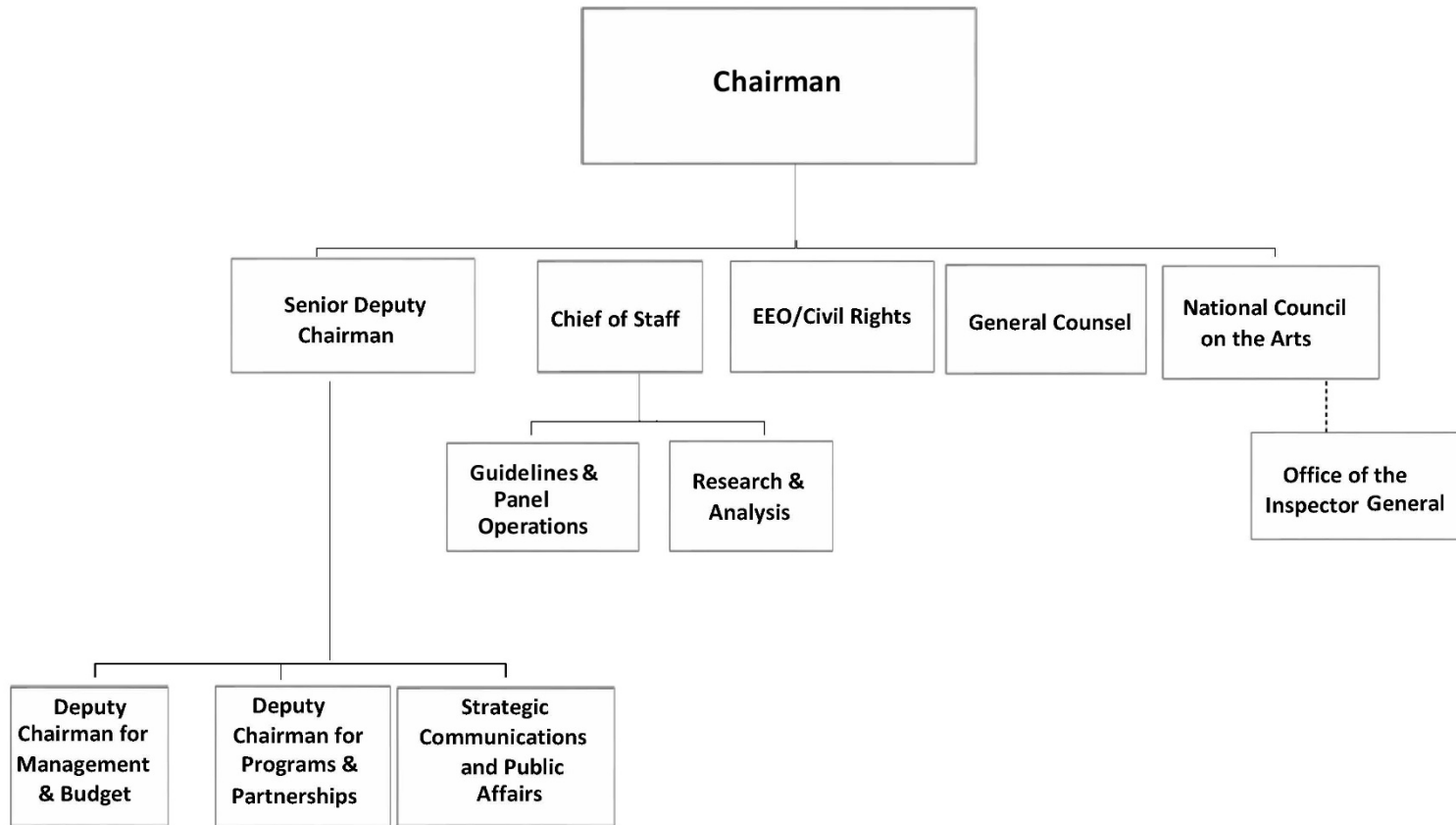
The Arts Endowment's vision statement rests on those enduring claims. The arts allow Americans to dream of fresh possibilities and to expand their horizons as thinkers and citizens in a world of complex ideas and technologies, as well as to contribute to the cultural legacy of the nation. Access to imagination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

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

The agency’s goals, and the objectives and strategies to achieve them, including cross-agency collaborations, are detailed in The National Endowment for the Arts Strategic Plan, Fiscal Years 2018-2022, which was issued in February 2018 and published [online](#). The FY 2021 Annual Performance Plan (APP), which can be found on the agency’s [website](#) as part of the Appropriations Request for Fiscal Year 2021, was based on the Strategic Plan and described the performance goals and indicators necessary to assess the agency’s progress in accomplishing its strategic objectives. The plan also described planned actions and milestones to address the agency’s management priority, research and evaluation activities that supported the development of the annual performance plan and strategic plan, and information on data validation and verification.

The FY 2021 APR reports on the progress of the National Endowment for the Arts’ FY 2018-2022 Strategic Plan. The Strategic Plan outlines the agency’s strategic goals and objectives and the means and strategies to accomplish them. The APR reports on the performance goals and indicators in support of the strategic objectives. Performance and other indicators, prior year data, and current status have been provided below for each strategic objective.

Fig. 1. National Endowment for the Arts Organizational Structure



DATA SOURCES, VALIDATION & VERIFICATION

Since this is the fourth reporting year for the agency's new APP based on its FY 2018-2022 Strategic Plan, some measures may have limited historical data available for reporting. The agency also must omit reporting for a few indicators due to new data collections underway.

Data Sources

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

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

eGMS – **Grants Management System**. This is the agency's internal Grants Management System, which tracks basic administrative data on the agency's grant-making activities, including counts of applications received and grants awarded. In FY 2018, the agency transitioned its grant records from an older GMS system to an online platform developed in collaboration with the National Endowment for the Humanities.

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

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

Throughout this document, data are reported through FY 2021 unless otherwise noted. A significant exception is FDR data. The most recent data available from grantees' FDRs are from FY 2020, due to a lag occurring from the time of the agency's award of a grant to the conclusion of the grant and extending to the grantee's submission of the FDR. For example, if a grant award is made in FY 2017 and the performance period is one year, then the FDR from that grant will not have been submitted for up to 90 days into FY 2018. Accounting for this delay, FDR data are reported here by the fiscal year in which the respective grants were awarded, not by the date of FDR receipt. With reference to the example above, the FDR data are captured in FY 2017 because that is the year in which the grant was awarded.

Because of the delay in receipt of FDR data, it is important to identify the overall percentage of FDRs received to date in order to establish the context for these indicators. The following table provides this information for the performance period reported throughout this document. Given that only 57% of FDRs have been received for grants awarded in FY 2020, counts for all indicators that rely on FDR data throughout this report for FY 2020 may be low in comparison to FY 2017 through FY 2019.

Number and Percentage of FDRs Received – 2017 - 2021					
	2017	2018	2019	2020	2021
Number of FDRs Received	2,126	2,084	2,002	1811	96
Percentage Received	91%	96%	90%	57%	4%

Data Validation and Verification

The Arts Endowment ensures the accuracy and reliability of the performance data in its APR in accordance with the five data quality specifications in the GPRA Modernization Act of 2010 for:

- **Means used to verify and validate measured values:** All performance data reported in the APR are subject to internal data verification and validation by the agency’s ORA. A key component of data validation is agency staff consultation. Agency staff are consulted during indicator development to assess whether data collected and measures are a true reflection of the performance being measured and have a clear relationship to the mission and strategic objectives of the agency. Data verification procedures are in place to assess data accuracy, completeness, consistency, and availability. The Arts Endowment creates an internal guidance document for performance measure reporting, including in a detailed matrix its indicators, data sources, analytical methods (including formulas), and, when appropriate, verification procedures specific to individual indicators. Prior to indicator analysis and reporting, ORA reviews datasets for completeness; missing data are identified and reported in the APR. Methods for handling anomalous data are established and used. In some cases, data are re-checked against source information (e.g., FDR). Confirmatory analyses are then undertaken.
- **Level of accuracy required for the intended use of data:** Performance data reported in the APR are used for management purposes, as a representative indicator of progress in relation to an established target or goal. Accuracy of data is verified to the extent considered necessary, to provide a reasonable representation of progress made relative to a target or goal, enabling the Arts Endowment senior management to determine if progress is adequate.
- **Limitations to the data at the required level of accuracy:** Arts Endowment performance data are subject to potential errors from: the use of estimations and extrapolations, especially where direct measurement is impractical and/or considered too costly; incomplete data; or incorrect coding of grant awards to strategic objectives. The most significant limitation related to grant report data is the self-reported nature of data. As noted above, grant data are reported as submitted by grantees and are not independently verified. In addition, since grantee report data from FY 2019 and earlier must be extracted from PDF forms and converted into a dataset, data inaccuracies due to

programming errors are possible. Grantee report data from FY 2020 and later are collected via webform. In early iterations of the webform software, grantees were able to submit more than one webform. In the case that a grantee submitted more than one form, the form data submitted last chronologically was utilized for analysis under the assumption that the final submission was the final version of the grantee's report data. Approximately 5% of final reports submitted via webform required use of the chronological assumption. See the discussion of the Management Priority later in this report for more information on efforts to improve the quality of grants data reporting.

- **How the agency has compensated for such limitations if needed to reach the required level of accuracy:** The measurement procedures for each performance measure used in the APR will be described in accompanying documentation. Submitted data are reviewed according to the scope and nature of the activity and in the context of other information to gauge accuracy. Following review and verification by the submitting office, the data are reviewed within their corresponding trends and programmatic contexts by the ORA to determine if further review is needed to adjust or correct the reported data before publication. Senior management and leadership consider this level of accuracy sufficient for their use of the data. Prior experience with using the data, and with assessing historical trends and programmatic contexts, suggest that any limitations are minor and that compensating measures are unnecessary.

ANNUAL PERFORMANCE REPORT

STRATEGIC GOAL 1

Support Art that Meets the Highest Standards of Excellence

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

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

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

Strategic Goal 1: Support Art that Meets the Highest Standards of Excellence.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.a	Percentage of direct grants awarded by the Arts Endowment with the intent of supporting Goal 1.	15.91%	14.43%	22.88%	46.35%	32.10%

Source: eGMS

As seen from the table above, a range of 14.43% to 46.35% of direct grants per year are awarded by the Arts Endowment with the intent of supporting art that meets the highest standards of excellence from FY 2017 to FY 2021. In FY 2019, internal guidelines for coding grant goals and outcomes were improved, which might account for the change in percentage detected in that year and subsequent years. The large FY 2020 increase is attributable to the Coronavirus Aid, Relief, and Economic Security (CARES) Act grants.⁵ Because of their focus on preserving jobs and supporting arts organizations forced to close operations due to the COVID-19 pandemic, the CARES Act grants were coded to Strategic Goal 1, which includes support for cultural infrastructure under Objective 1.3.

⁵ With \$75 million appropriated to the National Endowment for the Arts through the CARES Act, the Arts Endowment awarded 40% of the funds directly to state and regional arts agencies by April 30 to distribute through their funding programs. Sixty percent of the funds were designated for direct grants to nonprofit arts organizations to preserve jobs and help support organizations forced to close operations due to the spread of COVID-19; these grants were awarded by July 1, 2020.

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

Strategic Goal 1: Support Art that Meets the Highest Standards of Excellence.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.b	The percentage of direct grants awarded by artistic discipline by the Arts Endowment with the intent of supporting Goal 1.					
	<i>Artist Communities</i>	100.00%	97.50%	100.00%	100.00%	100.00%
	<i>Arts Engagement in American Communities</i>	0.00%	0.00%	0.00%	7.58%	40.26%
	<i>Challenge America*</i>	0.00%	11.76%	6.52%	20.14%	N/A
	<i>Creativity Connects**</i>	10.81%	25.00%	N/A	N/A	N/A
	<i>Dance</i>	34.94%	24.54%	37.36%	41.57%	43.84%
	<i>Design</i>	6.57%	5.45%	7.92%	34.17%	19.17%
	<i>Folk & Traditional Arts</i>	5.71%	0.88%	0.84%	37.21%	23.44%
	<i>Literary Arts</i>	0.00%	0.00%	0.97%	5.22%	9.23%
	<i>Local Arts Agencies</i>	17.31%	20.45%	33.33%	71.54%	57.69%
	<i>Media Arts</i>	31.79%	32.39%	50.77%	52.27%	39.46%
	<i>Museums</i>	0.79%	0.00%	0.00%	45.02%	6.67%
	<i>Music</i>	6.11%	3.10%	10.04%	43.27%	22.41%
	<i>Musical Theater***</i>	N/A	7.32%	47.06%	61.22%	38.89%
	<i>Opera</i>	18.06%	14.29%	12.86%	51.33%	37.65%
	<i>Presenting & Multidisciplinary Works</i>	23.67%	19.53%	37.50%	53.45%	42.08%
	<i>Theater</i>	31.16%	28.21%	45.30%	63.28%	54.09%
<i>Visual Arts</i>	25.69%	23.73%	40.88%	47.59%	43.83%	
1.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 1.	\$9,874,658	\$8,143,906	\$13,040,202	\$60,619,243	\$17,458,330

Source: eGMS

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

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

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

The table above shows, over the span of five years, the percentage of direct grants awarded by various artistic discipline offices at the Arts Endowment with the intent of supporting art that meets the highest standards of excellence. Of the 17 artistic disciplines listed, the discipline of Artist Communities funds the highest percentage of awards with the intent of supporting Goal 1, ranging from 97.50% in FY 2018 to 100% in all other FYs. Theater has the next highest rate of funding such grants with percentages ranging from 28.21% to 63.28% over this five-year period. By contrast, the Literary Arts discipline funded one of the lowest percentages of such awards with a range of 0% to 9.23% over this same period.

Overall, the Arts Endowment has funded a total of over \$109 million over the span of five years with the intent to support art that meets the highest standards of excellence. The significant increase in obligated funds for direct grants in FY 2020 is largely due to CARES Act funding.

CARES Act funds were dispersed to arts organizations directly and to SAAs and RAOs to be subgranted to arts organizations. The funds were to be used for general operating support in response to the negative economic impact of the COVID-19 pandemic on arts organizations.

The Arts Endowment awarded 855 grants totaling more than \$44 million dollars directly to arts organizations with CARES Act funds. At least one of these 855 grants went to each state, the District of Columbia, and Puerto Rico. CARES Act funds were distributed to small (annual budget <\$500,000), medium (annual budget >=\$500,000 and <\$2,000,000), and large organizations (annual budget >=\$2,000,000) approximately evenly: 31.8%, 35.7%, and 32.5%, respectively. A majority of grants (39.4%) were awarded to organizations located in large metro areas defined as having a population of more than 4.6 million people; however, 10.8% of grants were awarded to organizations in non-metro areas. In addition, 39.8% of grants were awarded to organizations located in high poverty Census tracts, and 9.8% of grants were awarded to organizations located in tracts with low access to broadband internet. As of November 2021, 577 (67%) of these arts organizations had closed out their award and had final report data approved by the Arts Endowment, which gave the agency insight to the number of jobs funded through the CARES Act. The data from these 577 grants indicate that the number of individuals who were paid, in whole or in part, with project funds totaled 4,470 artists and 1,916 others. On average, a CARES Act grant awarded directly by the Arts Endowment resulted in the compensation of 8 artists and 3 other individuals.

During FY 2021, the Arts Endowment ran a survey in partnership with the National Assembly of State Arts Agencies to examine the impact of CARES Act funds on SAA/RAO subgrantee organizations. Thirty-five state and jurisdictional arts agencies and 3 regional arts organizations from areas representing all U.S. regions completed the survey. Note that not all SAAs and RAOs responded to the survey, therefore the findings presented below do not describe the impact of all CARES Act funding awarded to the SAAs/RAOs. The agencies surveyed had grant-making budgets ranging from \$52,000 to \$32 million. NEA CARES Act funds awarded to SAAs and RAOs on partnership agreements ranged from \$164,666 to \$760,400. Based on the survey responses and a review of supplemental data, 28 SAAs and RAOs reported that 1,308 arts organizations they supported with CARES Act funds used \$4.7 million of those funds to maintain and support facilities. These organizations also invested \$999,068 in full-time and part-time positions, and \$521,008 on contractual employment, for a total of 3,894 jobs.

Strategic Objective 1.1

Honor and Support Artistic Activities and Traditions across the Nation.

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

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

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

Performance Goal 1.1.1

FY 2021 Performance: Each year, the Arts Endowment supports archival, documentation, and preservation projects and mentorship and apprenticeships that sustain artistic traditions by supporting activities such as apprenticeships, conservation, repairs and restorations, or identification and documentation. Below is the percentage of direct grants awarded by the Arts Endowment by fiscal year with the intent of sustaining artistic traditions through these activities. These grants were identified through indicators selected by grant recipients to reflect the nature of proposed activities and are not limited to grants awarded with the intent to support art that meets the highest standards of excellence (Strategic Goal 1).

Strategic Objective 1.1. Honor and Support Artistic Activities and Traditions Across the Nation						
Performance Goal 1.1.1. Each year the NEA supports archival, documentation, and preservation projects and mentorship and apprenticeships that sustain artistic traditions.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.1.1.1	The % of direct grants awarded by the NEA with the intent of sustaining artistic traditions.	1.33%	1.79%	1.66%	1.57%	1.58%

Source: eGMS

Other Indicators

These direct grants have supported sustaining artistic traditions in a variety of disciplines and engaged a number of individuals with the amount of funding provided. Only disciplines with award activity are presented in the table that follows.

Strategic Objective 1.1. Honor and Support Artistic Activities and Traditions across the Nation						
Performance Goal 1.1.1. Each year the NEA supports archival, documentation, and preservation projects and mentorship and apprenticeships that sustain artistic traditions.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.1.1.2	The % of Arts Endowment direct grants by artistic discipline with the intent of sustaining artistic traditions.					
	<i>Arts Education</i>	0.52%	2.26%	0.00%	1.84%	0.58%
	<i>Challenge America*</i>	0.00%	0.74%	0.00%	2.78%	N/A
	<i>Dance</i>	1.20%	2.45%	2.87%	2.81%	2.96%
	<i>Design</i>	3.65%	2.73%	2.97%	4.17%	3.33%
	<i>Folk & Traditional Arts</i>	12.38%	11.40%	14.29%	8.14%	8.59%
	<i>Local Arts Agencies</i>	0.00%	0.00%	5.26%	1.63%	1.28%
	<i>Media Arts</i>	2.31%	2.84%	1.54%	3.79%	1.79%
	<i>Museums</i>	3.17%	3.88%	3.54%	1.42%	0.74%
	<i>Music</i>	0.00%	0.00%	0.39%	0.00%	0.33%
	<i>Presenting & Multidisciplinary Works</i>	0.48%	1.18%	0.54%	1.45%	0.99%
	<i>Theater</i>	0.00%	0.43%	0.00%	0.00%	1.42%
	<i>Visual Arts</i>	1.39%	2.54%	0.73%	0.53%	1.85%
1.1.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of sustaining artistic traditions.	\$1,045,471	\$1,060,047	\$1,036,431	\$1,237,000	\$1,029,000
1.1.1.4	The number of individuals who participated in Arts Endowment-supported activities that sustained artistic traditions.	319,757	109,826	45,902	39,866	N/A

Source: eGMS, FDR

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

Of the 12 disciplines listed, Folk & Traditional Arts funded the highest percentages (over 14% in FY 2019) of direct grants with the intent of sustaining artistic traditions over the span of five years. Design and Museums funded the next highest percentages with a range of 2.73% to 4.17% and 0.74% to 3.88% respectively. By contrast, Music funded the least percentages of such grants ranging from 0% to 0.39% over these five years.

The Arts Endowment has funded over \$5.4 million in direct grants with the intent of sustaining artistic traditions over the span of these five years.

Strategic Objective 1.2
Expand the portfolio of American Art.

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

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

Performance Goal 1.2.1

FY 2021 Performance: Annually, the Arts Endowment supports projects with the intent of creating or commissioning original works of art. Original works of art do not include student works, adaptations, re-creations, or restaging of existing works. In accordance with the Strategic Plan, successful performance would be illustrated by the creation of new artworks. The percentage of direct grants that the Arts Endowment has awarded to expand the portfolio of American art is below. These grants were identified through indicators selected by grant recipients to reflect the nature of proposed activities and are not limited to grants awarded with the intent to support art that meets the highest standards of excellence (Strategic Goal 1).

Strategic Objective 1.2. Expand the Portfolio of American Art.						
Performance Goal 1.2.1. Annually, the Arts Endowment supports projects with the intent of creating or commissioning original works of art. Original works of art do not include student works, adaptations, re-creations, or restaging of existing works.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.2.1.1	The percentage of direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art.	13.24%	12.33%	13.10%	9.23%	14.69%

Source: eGMS

The percentage of direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art ranged from 9.23% to over 14% from FY 2017-FY 2021. A grantee’s intent to create or commission an original work of art was identified through their selection of the descriptor of “Artwork Creation” to describe their project activities on their grant application. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

These direct grants have supported the creation of a number of original artworks in a variety of disciplines with the funds provided. Only disciplines with award activity are presented in the table that follows.

Strategic Objective 1.2. Expand the Portfolio of American Art.						
Performance Goal 1.2.1. Annually, the Arts Endowment supports projects with the intent of creating or commissioning original works of art. Original works of art do not include student works, adaptations, re-creations, or restaging of existing works.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.2.1.2	The % of Arts Endowment direct grants awarded by artistic discipline with the intent of creating or commissioning original works of art.					
	<i>Artist Communities</i>	25.64%	17.50%	22.50%	20.45%	19.44%
	<i>Arts Education</i>	1.05%	1.13%	0.58%	1.23%	1.16%
	<i>Arts Engagement in American Communities</i>	4.76%	0.00%	0.00%	0.00%	0.00%
	<i>Challenge America*</i>	9.77%	14.71%	8.70%	9.72%	N/A
	<i>Creativity Connects**</i>	18.92%	16.67%	N/A	N/A	N/A
	<i>Dance</i>	28.31%	23.31%	20.11%	18.54%	18.23%
	<i>Design</i>	27.74%	28.18%	34.65%	24.17%	35.00%
	<i>Folk & Traditional Arts</i>	4.76%	3.51%	0.84%	1.16%	6.25%
	<i>Literary Arts</i>	3.51%	4.63%	7.77%	5.22%	4.62%
	<i>Local Arts Agencies</i>	25.00%	25.00%	15.79%	8.94%	21.79%
	<i>Media Arts</i>	13.87%	17.61%	14.36%	12.88%	18.39%
	<i>Museum</i>	3.17%	2.91%	9.73%	3.32%	8.89%
	<i>Music</i>	4.96%	6.64%	8.11%	5.28%	11.71%
	<i>Musical Theater***</i>	N/A	21.95%	26.47%	14.29%	18.52%
	<i>Opera</i>	12.50%	7.94%	12.86%	6.19%	10.59%
	<i>Presenting & Multidisciplinary Works</i>	14.98%	12.43%	16.85%	9.09%	18.81%
	<i>Theater</i>	21.38%	21.37%	21.37%	16.95%	19.22%
	<i>Visual Arts</i>	24.31%	15.25%	22.63%	18.18%	27.16%
1.2.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art.	\$9,074,833	\$7,604,139	\$8,305,760	\$8,001,819	\$9,081,585
1.2.1.4	The number of professional original works of art created as a result of Arts Endowment direct grant awards.	3,872	4,279	3,305	4,210	N/A

Source: eGMS, FDR

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

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

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

Of the 18 disciplines listed, Design awarded the highest percentages of direct grants with the intent of creating or commissioning original works of art with a range of 24.17% to 35% across

five years. Artist Communities and Dance also had high percentages of such grants with a range of 22.50% to 25.64% and 18.23% to 28.31% respectively from FY 2017 to FY 2021. By contrast, Arts Education only funded a range of 0.58% to 1.23% of such grants over these years.

Overall, the Arts Endowment obligated over \$42 million in direct grants with the intent of creating or commissioning original works of art over the FY 2017-FY 2021 period.

A total of 15,666 and an average of 3,917 professional original works of art were created as a result of these direct grants in FY 2017-2020 (the four years for which the Arts Endowment has reported data).

Strategic Objective 1.3

Strengthen the cultural infrastructure of the nation.

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

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

Performance Goal 1.3.1

FY 2021 Performance: Each year, the Arts Endowment supports professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure. Direct grants are awarded for activities ranging from professional development and training to research and technical assistance. The percentage of direct grants awarded by the Arts Endowment in support of strengthening the nation’s cultural infrastructure are shown below. These grants were identified through indicators selected by grant recipients to reflect the nature of proposed activities and are not limited to grants awarded with the intent to support art that meets the highest standards of excellence (Strategic Goal 1).

Strategic Objective 1.3. Strengthen the cultural infrastructure of the nation.						
Performance Goal 1.3.1 Each year the Arts Endowment supports professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.3.1.1	1.3.1.1. The % of direct grants awarded by the Arts Endowment with the intent of strengthening the U.S. cultural infrastructure.	7.54%	6.70%	5.59%	3.91%	5.97%

Source: eGMS

Across a five-year span, a range of 3.91% to 7.54% of direct grants awarded by the Arts Endowment support professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

These direct grants engage a number of individuals in activities that strengthen the cultural infrastructure across a variety of disciplines with the funds awarded, as shown below. Only disciplines with direct grants awarded over these five years are presented.

Strategic Objective 1.3. Strengthen the cultural infrastructure of the nation.						
Performance Goal 1.3.1 Each year the Arts Endowment supports professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.3.1.2	1.3.1.2. The % of Arts Endowment direct grants awarded by artistic discipline with the intent of strengthening the U.S. cultural infrastructure.					
	<i>Artist Communities</i>	2.56%	2.50%	2.50%	2.27%	2.78%
	<i>Arts Education</i>	13.61%	14.12%	12.79%	7.98%	7.51%
	<i>Arts Engagement in American Communities</i>	3.57%	0.00%	0.00%	0.00%	0.00%
	<i>Challenge America*</i>	0.75%	0.00%	0.00%	0.00%	N/A
	<i>Creativity Connects**</i>	16.22%	5.56%	N/A	N/A	N/A
	<i>Dance</i>	5.42%	4.29%	1.72%	2.81%	4.43%
	<i>Design</i>	20.44%	16.36%	9.90%	4.17%	3.33%
	<i>Folk & Traditional Arts</i>	4.76%	2.63%	5.04%	0.58%	7.03%
	<i>Literary Arts</i>	5.26%	6.48%	3.88%	4.35%	4.62%
	<i>Local Arts Agencies</i>	9.62%	18.18%	17.54%	11.38%	14.10%
	<i>Media Arts</i>	12.14%	10.80%	12.31%	12.12%	15.70%
	<i>Museums</i>	1.59%	0.97%	0.88%	1.90%	4.44%
	<i>Music</i>	4.58%	4.87%	5.02%	3.43%	4.01%
	<i>Opera</i>	9.72%	11.11%	5.71%	4.42%	7.06%
	<i>Presenting & Multidisciplinary Works</i>	8.70%	9.47%	8.15%	5.82%	7.43%
	<i>Research</i>	58.82%	60.00%	0.00%	0.00%	0.00%
	<i>State & Regional</i>	0.00%	3.13%	0.00%	0.00%	0.00%
	<i>Theater</i>	4.35%	4.70%	5.13%	3.11%	4.98%
	<i>Visual Arts</i>	6.25%	2.54%	2.19%	1.07%	3.09%
1.3.1.3	1.3.1.3. Obligated funds for direct grants awarded by the Arts Endowment with the intent of strengthening the U.S. cultural infrastructure.	\$6,882,057	\$5,744,573	\$4,450,952	\$3,996,000	\$4,517,100
1.3.1.4	1.3.1.4. The # of individuals who participated in Arts Endowment-supported activities that strengthened the U.S. cultural infrastructure.	779,703	951,794	353,553	85,670	N/A

Source: eGMS, FDR

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

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

The percentages of Arts Endowment direct grants with the intent of strengthening the U.S. cultural infrastructure vary across artistic disciplines ranging from 0% to 60%. From FY 2017 to FY 2021, Arts Endowment obligated a total of over \$25 million in direct grants with the intent of strengthening the U.S. cultural infrastructure.

Arts Endowment grant recipients reported over 2 million individuals participated in Arts Endowment-supported activities that strengthened the U.S. cultural infrastructure from FY 2017 to FY 2020. Note the number of individuals who participated in Arts Endowment-supported activities that sustained artistic traditions is low for FY 2020 and unavailable for FY 2021

because these data are collected from FDR forms and few reports had been received from awards from FY 2020 and FY 2021 at the time of this report.

Performance Goal 1.3.2

FY 2021 Performance: Each year, the Arts Endowment holds convenings and produces reports on the needs and opportunities affecting the U.S. cultural infrastructure. The number of convenings and reports produced by fiscal year can be seen below.

Strategic Objective 1.3. Strengthen the cultural infrastructure of the nation.						
Performance Goal 1.3.2. Each year, the Arts Endowment holds convenings and/or produces reports on needs and opportunities affecting the U.S. cultural infrastructure.						
Indicator Number	Measure	2017	2018	2019	2020	2021
1.3.2.1	1.3.2.1. The # of reports and/or convenings produced annually by the Arts Endowment on needs and opportunities affecting the U.S. cultural infrastructure.	N/A	16	18	16	36

Source: Arts Endowment administrative documentation

In FY 2021, there were 10 reports and 26 convenings produced by the Arts Endowment on needs and opportunities affecting the U.S. cultural infrastructure. During FY 2021, the number of convenings substantially increased as a result of the agency’s increased outreach efforts during the rollout of the American Rescue Plan program. Other convenings included a series of town halls and roundtables associated with the agency’s Theater & Musical Theater program and the national launch of the Tech as Art report. Reports in FY 2021 include *The Art of Reopening: A Guide to Current Practices Among Arts Organizations During COVID-19* and *Tech as Art: Supporting Artists Who Use Technology as a Creative Medium*. FY 2017 preceded the performance plan period, and we did not track this data prior to 2018.

STRATEGIC GOAL 2

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

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

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

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

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

Strategic Goal 2: Cultivate Public Engagement with, and Access to, Various Forms of Excellent Art Across the Nation.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.a	The % of direct grants awarded by the Arts Endowment with the intent of supporting Goal 2.	80.17%	81.51%	73.10%	50.88%	64.73%

Source: eGMS

A range of 50.88% to 81.51% of direct grants awarded by the Arts Endowment support cultivating public engagement with, and access to, various forms of excellent art across the nation. The percentage of direct grants attributed to Strategic Goal 2 primarily decreased in FY 2020 due to the increase in the total number of grants due to CARES Act funding and the attribution of all CARES Act grants to Strategic Goal 1. There has also been a general reduction in the number of grant awards attributed to Strategic Goal 2 due to agency efforts to more accurately code grant awards.

These direct grants provided funding across a variety of 18 artistic disciplines, as seen in the table that follows.

Strategic Goal 2: Cultivate Public Engagement with, and Access to, Various Forms of Excellent Art across the Nation.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.b	The % of Arts Endowment direct grants by artistic discipline with the intent of supporting Goal 2.					
	<i>Artist Communities</i>	0.00%	2.50%	0.00%	0.00%	0.00%
	<i>Arts Education</i>	100.00%	100.00%	100.00%	100.00%	100.00%
	<i>Arts Engagement in American Communities</i>	100.00%	100.00%	100.00%	92.42%	59.74%
	<i>Challenge America*</i>	100.00%	88.24%	93.48%	79.86%	N/A
	<i>Creativity Connects**</i>	89.19%	75.00%	N/A	N/A	N/A
	<i>Dance</i>	65.06%	75.46%	62.64%	58.43%	56.16%
	<i>Design</i>	93.43%	94.55%	92.08%	65.83%	80.83%
	<i>Folk & Traditional Arts</i>	83.81%	88.60%	92.44%	58.14%	76.56%
	<i>Literary Arts</i>	100.00%	100.00%	99.03%	94.78%	90.77%
	<i>Local Arts Agencies</i>	82.69%	79.55%	66.67%	28.46%	42.31%
	<i>Media Arts</i>	68.21%	67.61%	49.23%	47.73%	60.54%
	<i>Museums</i>	99.21%	100.00%	100.00%	54.98%	93.33%
	<i>Music</i>	93.89%	96.90%	89.96%	56.73%	77.59%
	<i>Musical Theater***</i>	N/A	92.68%	52.94%	38.78%	61.11%
	<i>Opera</i>	81.94%	85.71%	87.14%	48.67%	62.35%
	<i>Presenting & Multidisciplinary Works</i>	76.33%	80.47%	62.50%	46.55%	57.92%
	<i>Theater</i>	68.84%	71.79%	54.70%	36.72%	45.91%
	<i>Visual Arts</i>	74.31%	76.27%	59.12%	52.41%	56.17%
2.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 2.	\$51,522,422	\$49,480,149	\$41,398,320	\$40,837,613	\$39,981,056

Source: eGMS

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

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

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

A high percentage of direct grants awarded across varying disciplines have supported cultivating public engagement with, and access to, various forms of excellent art across the nation across the five-year period. As an example, one hundred percent of Arts Education grants supported this strategic goal across the five-year period while Literary Arts and Arts Engagement in American Communities also had high percentages of grants coded to this goal with ranges of 90.77% to 100% and 59.74% to 100%, respectively over the five-year period. By contrast, the Artist Communities discipline funded 2.5% of these grants in FY 2018 and no awards under this strategic goal for the past three years.

From FY2017 to FY2021, the Arts Endowment obligated over \$220 million in grants with the intent of supporting goal 2.

Strategic Objective 2.1

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

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

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

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

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

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

Performance Goal 2.1.1

FY 2021 Performance: Each year, the Arts Endowment supports opportunities for the American people to engage with the arts. Below is the percentage of direct grants awarded by the Arts Endowment that provided opportunities for the American people to engage with the arts.

Strategic Objective 2.1. Provide Opportunities for the American People to Engage with the Arts.						
Performance Goal 2.1.1 Each year the Arts Endowment supports opportunities for the American people to engage with the Arts.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.1.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to engage with the arts.	63.22%	64.67%	56.59%	39.92%	47.69%

Source: eGMS

From FY 2017-FY 2021, more than half (range from 39.92% to 64.67%) of the direct grants awarded by the Arts Endowment provided opportunities for the American people to engage with the arts. The percentage of funding supporting this performance goal declined during FY 2020

due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses. The percentages of grants supporting this initiative in FY2020 and FY 2021 are low compared to FY2017 to FY 2019 likely as a result of a correction in grant coding that decreased the number of grants supporting this initiative.

Other Indicators

These direct grants funded a variety of artistic disciplines with the amount of funds that were given in direct support of providing opportunities for the American people to engage with the Arts. Only disciplines with award activity are presented in the table that follows.

Strategic Objective 2.1. Provide Opportunities for the American People to Engage with the Arts.						
Performance Goal 2.1.1 Each year the Arts Endowment supports opportunities for the American people to engage with the Arts.						
Indicator Number	Measure	2016	2017	2018	2019	2020
2.1.1.2	The % of Arts Endowment direct grants awarded by artistic discipline with the intent of providing opportunities for the American people to engage with the arts.					
	<i>Artist Communities</i>	0.00%	2.50%	0.00%	0.00%	0.00%
	<i>Arts Engagement in American Communities</i>	100.00%	100.00%	100.00%	92.42%	54.55%
	<i>Challenge America*</i>	100.00%	88.24%	84.78%	79.86%	N/A
	<i>Creativity Connects**</i>	62.16%	52.78%	N/A	N/A	N/A
	<i>Dance</i>	54.22%	66.26%	55.17%	49.44%	49.75%
	<i>Design</i>	27.01%	25.45%	25.74%	13.33%	24.17%
	<i>Folk & Traditional Arts</i>	62.86%	77.19%	74.79%	42.44%	43.75%
	<i>Literary Arts</i>	97.37%	100.00%	90.29%	84.35%	80.00%
	<i>Local Arts Agencies</i>	78.85%	79.55%	47.37%	22.76%	34.62%
	<i>Media Arts</i>	56.65%	59.09%	47.69%	45.45%	56.05%
	<i>Museum</i>	98.41%	93.20%	99.12%	54.03%	86.67%
	<i>Music</i>	86.64%	90.71%	86.49%	54.88%	70.57%
	<i>Musical Theater***</i>	N/A	87.80%	52.94%	36.73%	59.26%
	<i>Opera</i>	65.28%	73.02%	82.86%	43.36%	56.47%
	<i>Presenting & Multidisciplinary Works</i>	72.95%	69.82%	44.02%	37.09%	50.00%
	<i>Theater</i>	65.58%	67.95%	52.99%	33.90%	41.28%
	<i>Visual Arts</i>	72.92%	63.56%	45.26%	47.06%	40.74%
2.1.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to engage with the arts.	\$36,218,202	\$36,499,298	\$28,655,817	\$28,375,651	\$26,181,035

Source: eGMS

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

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

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

Of the 17 artistic disciplines listed above, Arts Engagement in American Communities and Literary Arts had the highest percentages of direct grants with the intent of providing opportunities for the American people to engage with the arts during the past five years. The remainder of the artistic disciplines averaged about 55% of such grants.

From FY 2017 to FY 2021, the Arts Endowment obligated a total of over \$155 million in direct grants with the intent of providing opportunities for the American people to engage with the arts.

Performance Goal 2.1.2

FY 2021 Performance: Direct grants awarded annually by the Arts Endowment produce in-person arts events that result in significant public engagement. Below is the percentage of direct grants awarded by fiscal year that produced in-person arts events with 500 or more people in attendance.

Strategic Objective 2.1. Provide Opportunities for the American People to Engage with the Arts.						
Performance Goal 2.1.2 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.1.2.1	The % of Arts Endowment direct grant awards that produced in-person arts events resulting in a cumulative attendance of 500 people or more.	80.62%	79.99%	75.22%	54.33%	N/A

Source: FDR

From FY 2017 to FY 2020, a range of 54.33% to 80.62% of Arts Endowment direct grant awards produced in-person arts events resulting in a cumulative attendance of 500 people or more. Note the numbers of grants that supported in-person attendance of 500 people or more substantially decreased in FY 2020 due to the COVID-19 pandemic. The Arts Endowment expects this trend will continue for awards made in FY 2021 as a result of the pandemic.

Other Indicators

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

Strategic Objective 2.1. Provide opportunities for the American People to engage with the Arts.						
Performance Goal 2.1.2 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.1.2.2	The % of Arts Endowment direct grants award by artistic discipline that produced in-person arts events resulting cumulative attendance of 500 people or more.					
	<i>Artist Communities</i>	71.05%	70.00%	52.63%	43.33%	N/A
	<i>Arts Education</i>	73.10%	72.25%	73.58%	28.05%	N/A
	<i>Arts Engagement in American Communities</i>	81.94%	79.79%	72.22%	52.94%	N/A
	<i>Challenge America*</i>	70.18%	68.22%	71.20%	51.61%	N/A
	<i>Creativity Connects**</i>	65.63%	73.33%	N/A	N/A	N/A
	<i>Dance</i>	84.31%	85.90%	77.85%	27.91%	N/A
	<i>Design</i>	58.95%	42.35%	37.78%	25.81%	N/A
	<i>Folk & Traditional Arts</i>	82.80%	84.16%	69.89%	28.33%	N/A
	<i>Literary Arts</i>	79.61%	77.32%	67.74%	22.97%	N/A
	<i>Local Arts Agencies</i>	71.79%	61.11%	57.14%	23.68%	N/A
	<i>Media Arts</i>	70.50%	72.06%	57.58%	33.33%	N/A
	<i>Museums</i>	93.69%	94.85%	82.95%	79.49%	N/A
	<i>Music</i>	89.96%	89.09%	86.36%	39.29%	N/A
	<i>Musical Theater***</i>	N/A	92.31%	72.41%	34.62%	N/A
	<i>Opera</i>	94.29%	93.10%	81.82%	29.09%	N/A
	<i>Presenting & Multidisciplinary Works</i>	80.53%	83.23%	80.98%	36.19%	N/A
	<i>Research</i>	33.33%	25.00%	0.00%	0.00%	N/A
	<i>Theater</i>	85.20%	82.06%	77.00%	33.14%	N/A
	<i>Visual Arts</i>	75.78%	78.00%	77.57%	47.56%	N/A
2.1.2.3	The # of individuals engaged in-person through arts events supported by Arts Endowment direct grant awards.	53,116,046	31,274,147	26,449,694	6,086,250	N/A

Source: FDR

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

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

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

Of the 19 artistic disciplines listed, Museums had the highest range (79.49% to 94.85%) of direct grants that produced in-person arts events resulting in cumulative attendance of 500 people or more from FY 2017 through FY 2020. Music and Opera had the second highest ranges of such grants at 39.29% to 89.96% and 29.09 to 94.29%, respectively. By contrast, Research, ranged from 0% to 33.33%, which indicates Research supported few grant projects over these four years that involved large numbers of attendees at in-person arts events.

Over these four years, an average of over 29 million individuals per year engaged in in-person arts events supported by Arts Endowment direct grant awards with cumulative attendance of 500 people or more. Note that a fewer portion of awards supported events with 500 or more in-person attendees in FY 2020 as a result of the COVID-19 pandemic. As FDRs come in from grantees who received awards in FY 2021, the Arts Endowment expects this trend to continue as a result of the ongoing pandemic.

Along with these numbers reported in grant awardees' FDRs, the agency monitors through the nationally representative Survey of Public Participation in the Arts (SPPA) and the Arts Basic Survey (ABS) the percentage of adults that attend a live performing arts or visual arts events (excluding movies). This indicator demonstrates very slight growth between 2017 and 2020. The percentage, by fiscal year, is detailed below. Note that data for this indicator are collected every two to three years.

Performance Goal 2.1.2 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.1.2.4	The % of adults that attended a live performing arts or visual arts event, excluding movies, during the Arts Endowment's most recent general population survey period (as measured by the SPPA & ABS).	46.2%	N/A	N/A	46.9%	N/A

Source: SPPA/ABS

Performance Goal 2.1.3

FY 2021 Performance: Each year, grant projects supported by the Arts Endowment facilitate virtual arts experiences resulting in significant public engagement. The percentage of Arts Endowment direct grant awards that result in virtual arts experiences that engage at least 5,000 people are shown by fiscal year below.

Strategic Objective 2.1. Provide Opportunities for the American People to Engage with the Arts.						
Performance Goal 2.1.3 Each year, grant projects supported by the Arts Endowment facilitate virtual arts experiences resulting in significant public engagement.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.1.3.1	The % of Arts Endowment direct grant awards that supported virtual arts experiences that engaged at least 5,000 people.	6.54%	8.68%	8.67%	13.93%	19.05%

Source: FDR

From FY 2017 to FY 2021, a range of 6.54% to 19.05% of Arts Endowment direct grants resulted in virtual arts experiences that engage at least 5,000 people or more. The percentage of grants that supported virtual arts experiences that engaged at least 5,000 people increased in FY 2020 and FY 2021, likely as a result of the COVID-19 pandemic. Though there are few FDRs received from FY 2021 grantees, the Arts Endowment expects the trend of increased virtual engagement will continue in FY 2021.

Other Indicators

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

Strategic Objective 2.1. Provide Opportunities for the American People to Engage with the Arts.						
Performance Goal 2.1.3 Each year, grant projects supported by the Arts Endowment facilitate virtual arts experiences resulting in significant public engagement.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.1.3.2	The % of Arts Endowment direct grants awarded by artistic discipline that supported virtual arts experiences that engaged at least 5,000 people.					
	<i>Artist Communities</i>	2.70%	2.70%	2.56%	29.63%	N/A
	<i>Arts Education</i>	3.49%	3.55%	10.06%	21.05%	N/A
	<i>Arts Engagement in American Communities</i>	1.37%	3.33%	4.84%	6.25%	N/A
	<i>Challenge America*</i>	0.86%	1.59%	0.79%	8.62%	N/A
	<i>Creativity Connects**</i>	10.00%	7.41%	N/A	N/A	N/A
	<i>Dance</i>	4.52%	7.28%	8.13%	14.88%	N/A
	<i>Design</i>	5.21%	5.75%	14.55%	7.89%	N/A
	<i>Folk & Traditional Arts</i>	10.00%	9.89%	7.69%	27.12%	N/A
	<i>Literary Arts</i>	23.47%	22.58%	24.44%	34.43%	N/A
	<i>Local Arts Agencies</i>	11.63%	2.63%	8.51%	6.67%	N/A
	<i>Media Arts</i>	14.29%	16.31%	12.18%	26.05%	N/A
	<i>Museums</i>	10.00%	20.93%	12.05%	8.70%	N/A
	<i>Music</i>	4.56%	10.34%	8.93%	17.13%	N/A
	<i>Musical Theater***</i>	N/A	5.13%	3.23%	10.71%	N/A
	<i>Opera</i>	0.00%	12.96%	6.35%	9.09%	N/A
	<i>Presenting & Multidisciplinary Works</i>	4.81%	6.80%	3.80%	8.72%	N/A
	<i>Theater</i>	2.41%	4.93%	4.11%	9.26%	N/A
	<i>Visual Arts</i>	13.01%	12.75%	17.59%	15.69%	N/A
2.1.3.3	The # of individuals engaged in virtual arts experiences supported by Arts Endowment grant awards.	136,513,287	161,396,209	168,612,965	97,866,464	N/A

Source: FDR

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

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

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

Of the 18 artistic disciplines listed, Literary Arts had the highest percentage (ranging from 22.58% to 34.43% per year, FY 2017–FY 2020) of direct grants that facilitated virtual arts experiences resulting in significant public engagement. By contrast, a range of only 0.79% to

8.62% of Challenge America grantees reported virtual arts engagement over this four-year period. Note the general increase in percentage of direct grants that facilitated virtual arts experiences from FY 2019 to FY 2020. This can be attributed to the COVID-19 pandemic.

From FY 2017 to FY 2020, a total of over 564 million individuals engaged in virtual arts experiences supported by Arts Endowment grant awards.

Note the number of individuals participating in virtual arts experiences in FY2020 is low due to the low number of FDRs received at the time of this report.

Strategic Objective 2.2

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

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

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

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

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

Performance Goal 2.2.1

FY 2021 Performance: Annually, the Arts Endowment provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life. The Arts Endowment awards a percentage of direct grants to applicants with the intent of providing these opportunities to the American people. The percentage, by fiscal year, is seen below.

Strategic Objective 2.2. Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.						
Performance Goal 2.2.1 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.2.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.	13.29%	14.16%	12.49%	9.08%	13.68%

Source: eGMS

From FY 2017 to FY 2021, the Arts Endowment awarded a range of 9.08% to 14.16% of direct grants per year to applicants with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

These opportunities are provided across a variety of artistic disciplines with the funds provided. More detail on the distribution of these activities across disciplines and total obligated funds by year are presented in the table that follows. Only disciplines with direct grants awarded over these five years are presented in the table below.

Strategic Objective 2.2. Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.						
Performance Goal 2.2.1 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.2.1.2	The % of Arts Endowment direct grants awarded by artistic discipline with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.					
	<i>Arts Education</i>	100.00%	100.00%	100.00%	100.00%	100.00%
	<i>Challenge America*</i>	0.00%	0.00%	1.45%	0.00%	N/A
	<i>Creativity Connects**</i>	27.03%	22.22%	N/A	N/A	N/A
	<i>Dance</i>	10.84%	9.20%	7.47%	8.43%	6.40%
	<i>Design</i>	4.38%	14.55%	9.90%	10.83%	4.17%
	<i>Folk & Traditional Arts</i>	20.95%	11.40%	17.65%	15.70%	29.69%
	<i>Literary Arts</i>	2.63%	0.00%	8.74%	10.43%	10.77%
	<i>Local Arts Agencies</i>	0.00%	0.00%	0.00%	0.81%	1.28%
	<i>Media Arts</i>	11.56%	8.52%	1.54%	2.27%	4.48%
	<i>Museums</i>	0.79%	6.80%	0.88%	0.95%	6.67%
	<i>Music</i>	6.87%	6.19%	3.47%	1.85%	7.02%
	<i>Musical Theater***</i>	N/A	4.88%	0.00%	2.04%	1.85%
	<i>Opera</i>	16.67%	12.70%	4.29%	5.31%	3.53%
	<i>Presenting & Multidisciplinary Works</i>	3.38%	10.65%	14.13%	8.36%	7.43%
	<i>Theater</i>	3.26%	3.85%	1.28%	2.82%	4.63%
	<i>Visual Arts</i>	1.39%	12.71%	10.22%	4.81%	10.49%
2.2.1.3	Obligated funds for direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.	\$9,110,877	\$8,957,494	\$7,951,572	\$8,618,962	\$9,127,150

Source: eGMS, FDR

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

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

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

Of the 16 artistic disciplines listed, Arts Education was the only discipline where 100% of grants funded had the intent of providing opportunities for the American people to acquire knowledge and skills over the five-year funding period. Of the disciplines that awarded grants with this intent in FY 2021, Folk & Traditional Arts had the next highest five-year range at 11.40% to 29.69%. By contrast, Challenge America funded only 1.45% of grants in FY 2019 with this intent and 0% of grants for the remaining four FYs.

From FY 2017 to FY 2021, the Arts Endowment funded a total of over \$43 million in direct grants with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.

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

Performance Goal 2.2.1 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.2.1.4	The % of the nation's rural and high-poverty tracts that hosted activities supported by the Arts Endowment that enabled the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.	1.71%	2.06%	1.06%	2.24%	N/A

Source: FDR, GEO

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

Performance Goal 2.2.1 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.2.1.5	The # by age category of individual who participated in Arts Endowment-supported activities that provided opportunities to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.					
	<i>Age Category: Adult</i>	1,738,849	1,030,254	710,443	357,144	N/A
	<i>Age Category: Child/Youth</i>	1,074,582	1,171,950	845,896	465,290	N/A

Source: FDR

From FY 2017 to FY 2020, 3.8 million adults and 3.5 million children/youth participated in Arts Endowment-supported activities that provided opportunities to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life. The numbers of adults and children participating in these events are low for FY 2020 because only 57% of FDRs have been received at the time of this report.

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

Performance Goal 2.2.1 Annually, the NEA provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.2.1.6	The % of adults participating in at least one arts learning activity (e.g., class, lesson) during the Arts Endowment's most recent general population survey period (SPPA/ABS).	8.3%	N/A	N/A	9.8%	N/A

Source: SPPA/ABS

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

Performance Goal 2.2.2

FY 2021 Performance: Annually, arts education activities supported by Arts Endowment direct grants enable K-12 students to acquire knowledge and skills in the arts across a spectrum of geographic locations. The percentage of direct grants that list learning as a primary outcome and report K-12 students' acquisition of knowledge and/or skills in the arts, as well as the number of K-12 students who acquired knowledge and/or skills in the arts as a result of participation in these activities, is seen below. Note that grants counted under this performance goal are awarded by the agency's Arts Education office.

Strategic Objective 2.2. Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.						
Performance Goal 2.2.2. Annually, arts education activities supported by Arts Endowment direct grants enable K-12 students to acquire knowledge and skills in the arts across a spectrum of geographic locations.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.2.2.1	The % of Arts Endowment direct grants with Learning as a primary outcome that report K-12 students' acquisition of knowledge and/or skills in the arts.	79.55%	76.27%	67.48%	75.61%	N/A

Source: FDR

From FY 2017 to FY 2020, the percentage of Arts Endowment direct grants with Learning as a primary outcome that report K-12 students' acquisition of knowledge and/or skills in the arts ranged from 67.48% to 79.55%.

Other Indicators

Strategic Objective 2.2. Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.						
Performance Goal 2.2.2. Annually, arts education activities supported by Arts Endowment direct grants enable K-12 students to acquire knowledge and skills in the arts across a spectrum of geographic locations.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.2.2.2	The # of K-12 students who have acquired knowledge and/or skills in the arts as a result of participation in activities supported by the Arts Endowment.	135,884	101,599	138,470	N/A	N/A

Source: FDR

From FY 2017 to FY 2019, a total of over 375,000 K-12 students acquired knowledge and/or skills in the arts as a result of participation in activities supported by the Arts Endowment. Note

data is not shown for FY 2020 or FY 2021 due to the low numbers of FDRs received from grantees at the time of this report

Strategic Objective 2.3

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

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

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

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

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

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

Performance Goal 2.3.1

FY 2021 Performance: Each year, the Arts Endowment supports across a broad geographic spectrum opportunity for the arts to be integrated into the fabric of community life. The percentage of direct grants that are awarded with the intent of providing opportunities for the arts

to be integrated into the fabric of community life is seen below. The number of grants with a direct objective of livability has been compared to the total number of direct grants given.

Strategic Objective 2.3. Provide opportunities for the arts to be integrated into the fabric of community life.						
Performance Goal 2.3.1. Each year, the NEA supports across a broad geographic spectrum opportunity for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.3.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the arts to be integrated into the fabric of community life.	3.67%	2.68%	3.97%	1.85%	3.25%

Source: eGMS

From FY 2017 to FY 2021, a range of 1.85% to 3.97% of direct grants per year were awarded by the Arts Endowment with the intent of providing opportunities for the arts to be integrated into the fabric of community life. The percentage of funding supporting this performance goal declined during FY 2020 due to CARES Act funding, which increased the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

These direct awards were awarded primarily within the Design discipline across the past five-year period as demonstrated by the table that follows. Only disciplines with direct grants awarded over these five years are presented in the table below.

Strategic Objective 2.3. Provide opportunities for the arts to be integrated into the fabric of community life.						
Performance Goal 2.3.1. Each year, the NEA supports across a broad geographic spectrum opportunity for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.3.1.2	The % of Arts Endowment direct grants awarded by artistic discipline with the intent of providing opportunities for the arts to be integrated into the fabric of community life.					
	<i>Challenge America*</i>	0.00%	0.00%	7.25%	0.00%	N/A
	<i>Design</i>	62.04%	54.55%	56.44%	41.67%	52.50%
	<i>Folk & Traditional Arts</i>	0.00%	0.00%	0.00%	0.00%	1.56%
	<i>Local Arts Agencies</i>	3.85%	0.00%	19.30%	4.88%	6.41%
	<i>Music</i>	0.38%	0.00%	0.00%	0.00%	0.00%
	<i>Presenting & Multidisciplinary Works</i>	0.00%	0.00%	4.35%	1.09%	0.50%
	<i>Theater</i>	0.00%	0.00%	0.43%	0.00%	0.00%
	<i>Visual Arts</i>	0.00%	0.00%	2.92%	0.53%	4.94%
2.3.1.3.	Obligated funds for direct grants awarded by the Arts Endowment with the intent of providing opportunities for the arts to be integrated into the fabric of community life.	\$6,193,343	\$4,023,358	\$4,750,931	\$3,823,000	\$4,600,871

Source: eGMS

*Challenge America was suspended during FY 2021 due to the COVID-19 pandemic.

The number of individuals these projects engaged varies by fiscal year. Note the numbers for FY 2020 were unusually high. This is a result of two awards that supported public arts displays that engaged hundreds of thousands of people leading to outlier data points.

Strategic Objective 2.3. Provide opportunities for the arts to be integrated into the fabric of community life.						
Performance Goal 2.3.1. Each year, the NEA supports across a broad geographic spectrum opportunity for the arts to be integrated into the fabric of community life.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.3.1.4	The # of individuals who participated in NEA-supported activities that integrated the arts into the fabric of community life.	171,990	195,278	178,959	867,946	N/A

Source: FDR

Performance Goal 2.3.2

FY 2021 Performance: As reported in the Strategic Plan, an evaluation study to validate the Our Town theory of change, logic model, and measurement model took place during FY 2018. This study found that outcomes associated with Our Town projects could be categorized into four types: economic, social, physical, or systems change. This indicator reports on the percentage of projects that report economic, social, or physical changes in communities and/or a sustained change in how the arts are integrated with local economic and community development.

Strategic Objective 2.3. Provide opportunities for the arts to be integrated into the fabric of community life.						
Performance Goal 2.3.2. Each year, Arts Endowment grant awards support projects that result in economic, social, or physical changes in communities and/or results in a sustained change in how the arts are integrated with local economic and community development.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.3.2.1	The % of Arts Endowment direct grants with Strengthening Communities as a primary outcome that provide evidence of economic, social, or physical changes in communities and/or a sustained change in how the arts are integrated with local economic and community development.	19%	27%	36%	N/A	N/A

Source: Our Town FDR

FDRs for Our Town grants awarded between FY 2017 and FY 2019 were assessed using qualitative methods for evidence of economic, social, or physical changes in communities and/or a sustained change in how the arts are integrated with local economic and community development. This method was updated during the production of this report, so the data presented in previous Annual Performance Reports will differ from the data shown here. The strongest evidence was found in the FY 2019 grant projects; 36% of projects reported some evidence of economic, social, or physical changes in communities and/or sustained change in how the arts are integrated with local economic and community development. Across all reported fiscal years, few projects presented evidence supporting their claim based on systematic data collection, such as data collected from surveys where the same questions were asked of each person and quantitative data sources such as ticket sales or business revenues.

Strategic Objective 2.4

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

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

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

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

Endowment for the Arts, which seeks to explore the intersections of music, the brain, and wellness.

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

Performance Goal 2.4.1

FY 2021 Performance: As a result of the Strategic Plan, direct grants awarded were monitored for Arts & Health outcomes. This outcome supports access to creative arts therapies and evidence-based programs in the arts and health. This is a new outcome for this Strategic Plan; no data exists for this performance goal until FY 2019, when this outcome type was systemically identified at the grant award stage. Grant awards are coded to this outcome only if they meet a rigorous set of criteria including the use of evidence-based programs and/or the utilization of licensed creative arts therapists.

Strategic Objective 2.4. Support access to creative arts therapies and evidence-based programs in arts and health.						
Performance Goal 2.4.1 Annually, the Arts Endowment supports access to creative arts therapies and evidence-based programs in the arts and health.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.4.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing access to creative arts therapies and evidence-based programs in the arts and health	N/A	N/A	0.04%	0.03%	0.12%

Source: eGMS

From FY 2019 to FY 2021, a range of 0% to 0.12% of direct grants per year were awarded by the Arts Endowment with the intent of providing access to creative arts therapies and evidence-based programs in the arts and health.

Other Indicators

Strategic Objective 2.4. Support access to creative arts therapies and evidence-based programs in arts and health.						
Performance Goal 2.4.1 Annually, the Arts Endowment supports access to creative arts therapies and evidence-based programs in the arts and health.						
Indicator Number	Measure	2017	2018	2019	2020	2021
2.4.1.2	The % of NEA direct grants awarded by artistic discipline with the intent of providing access to creative arts therapies and evidence-based programs in the arts and health					
	<i>Dance</i>	N/A	N/A	0.00%	0.56%	0.00%
	<i>Folk & Traditional Arts</i>	N/A	N/A	0.00%	0.00%	1.56%
	<i>Opera</i>	N/A	N/A	0.00%	0.00%	1.18%
	<i>Visual Arts</i>	N/A	N/A	0.73%	0.00%	0.00%
2.4.1.3	Obligated funds for direct grants awarded by the NEA with the intent of providing access to creative arts therapies and evidence-based programs in the arts and health	N/A	N/A	\$40,000	\$20,000	\$72,000
2.4.1.4	The # of individuals who participated in NEA-supported activities that provided access to creative arts therapies and evidence-based programs in the arts and health	N/A	N/A	4,319	N/A	N/A

Source: eGMS, FDR

Note there is no data for this indicator prior to FY 2019. Also note that indicator 2.4.1.4 is based on FDR data and no FDR forms from Arts and Health projects for FY 2020 and FY2021 had been received at the time of this report.

Performance Goal 2.4.2

FY 2021 Performance: The Creative Forces clinical creative arts therapies program serves new patients and facilitates multiple encounters per therapist each year. The clinical performance goal is to serve at least 200 new patients and facilitate at least 1,000 encounters per creative arts therapist (CAT) per year across the program. An initial community goal is to establish community networks around clinical sites to extend support for current and former creative arts therapies patients and their families as they transition from treatment in a clinical setting to arts programming in their community.

Strategic Objective 2.4. Support access to creative arts therapies and evidence-based programs in arts and health.

Performance Goal 2.4.2 The Creative Forces clinical creative arts therapies program serves new patients and facilitates multiple encounters per therapist each year.

Indicator Number	Measure	2017	2018	2019	2020	2021
2.4.2.1	The count of service members served by Creative Forces clinical creative arts therapists	1,334	3,120	3,792	2,373	2,359
2.4.2.2	The count of therapeutic encounters facilitated by Creative Forces clinical creative arts therapists	6,368	18,151	22,014	12,147	13,896

Source: Creative Forces Administrative Records

The table above provides the number of service members/veterans served by the Creative Forces CATs, and the number of therapeutic encounters facilitated by Creative Forces CATs. Similar to FY 2020, FY 2021 was significantly impacted by the COVID-19 pandemic, which substantially reduced both the number of service members/veterans served and the number of therapeutic encounters.

STRATEGIC GOAL 3

Promote Public Knowledge and Understanding about the Contributions of the Arts

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

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

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

FY 2021 Performance: The percentage of grants with the primary purpose of promoting public knowledge and understanding about the contributions of the arts or partnerships can be found below.

Strategic Goal 3: Promote Public Knowledge and Understanding about the Contributions of the Arts						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.a	The % of direct grants awarded by the Arts Endowment with the intent of supporting Goal 3.	3.92%	4.06%	4.02%	2.77%	3.17%

Source: eGMS

From FY 2017 to FY 2021, a range of 2.77% to 4.06% of direct grants per year were awarded by the Arts Endowment with the primary intent of promoting public knowledge and understanding about the contributions of the arts. The percentage of direct grants attributed to Strategic Goal 3 primarily decreased in FY 2020 due to the increase in the total number of grants due to CARES Act funding and the attribution of all CARES Act grants to Strategic Goal 1. The decrease in percentage of direct grants attributed to Strategic Goal 3 in FY 2021 relative to FY 2019 and earlier is a result of more accurate grant coding procedures.

These direct grants were mainly funded across four disciplines, as illustrated in the table that follows.

Strategic Goal 3: Promote Public Knowledge and Understanding about the Contributions of the Arts						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.b	The % of Arts Endowment direct grants by artistic discipline with the intent of supporting Goal 3.					
	<i>Folk & Traditional Arts</i>	10.48%	10.53%	6.72%	4.65%	0.00%
	<i>Research</i>	100.00%	100.00%	100.00%	100.00%	100.00%
	<i>State & Regional</i>	100.00%	100.00%	100.00%	100.00%	100.00%

Source: eGMS

The funds awarded for these grants with the primary intent of supporting Goal 3 vary across fiscal years, but the average from FY 2017 through FY 2021 is over \$70 million per year. During this time period, more than \$353 million were obligated in direct grants and state and regional partnerships by the Arts Endowment with the intent of promoting public knowledge and understanding about the contributions of the arts.

Although the percentage of these grants within the agency’s grant portfolio is small, the dollar value is large since this category includes state and regional partnership grants, which constitute 40% of the agency’s grant-making. The addition of CARES Act funds in FY 2020 to the FY 2019 partnership agreements is responsible for the increase in FY 2019 funding levels. Similarly, the addition of ARP funds in FY 2021 to the FY 2020 partnership agreements is responsible for the large increase in FY 2020 funding levels (see indicator 3.c).

Strategic Goal 3: Promote Public Knowledge and Understanding about the Contributions of the Arts						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.c	Obligated funds for direct grants awarded by the Arts Endowment with the intent of supporting Goal 3.	\$52,637,009	\$52,309,453	\$83,350,565	\$107,899,208	\$57,538,200

Source: eGMS

Strategic Objective 3.1

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

All Americans can benefit from knowing about the presence and contributions of artists, artistic practices, and arts organizations in their communities, and about opportunities to participate. Experiencing the arts can make people’s lives better, richer, and fuller, and can foster connections among individuals and communities. By sharing information about successful, meaningful arts events, the National Endowment for the Arts can create a positive impression of

the arts. In addition, the American people will become more knowledgeable about the arts in general, and about local arts activities in particular, thus raising the likelihood of robust participation in the arts.

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

Performance Goal 3.1.1

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

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

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

FY 2021 Performance: Data collected by OPA demonstrates the extent to which the Arts Endowment informs and engages with the American people about arts activities and artists in the communities across the country and their importance to the vitality of the nation.

Strategic Objective 3.1 Inform and engage with the American people about arts activities and artists in communities across the country and their importance to the vitality of the nation.						
Performance Goal 3.1.1. Inform and engage with the American people about arts activities and artists in communities across the country and their importance to the vitality of the nation.						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.1.1.1	The % of states and U.S. jurisdictions, including the District of Columbia, in which Arts Endowment-related articles appeared in news outlets and interact with the Arts Endowment through the website and social media.	N/A	100%	100%	100%	100%

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

In FY 2018 through FY 2021, Arts Endowment-related articles appeared in news outlets in all U.S. states and jurisdictions, including the District of Columbia. Likewise, 100% of U.S. states and jurisdictions interacted with the Arts Endowment through our website and social media. Data for this indicator are unavailable prior to FY 2018.

Other Indicators

Performance Goal 3.1.1. Inform and engage with the American people about arts activities and artists in communities across the country and their importance to the vitality of the nation.						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.1.1.2	The # of Arts Endowment-related articles appearing in news outlets throughout the country	N/A	5,145	3,430	2,575	2,600
3.1.1.3	The # of visitors to the Arts Endowment website from locations within the U.S.	N/A	1,217,035	1,163,419	1,348,430	1,020,868
3.1.1.4	The # of followers on the various Arts Endowment social media channels	N/A	247,818	258,664	267,600	314,300

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

Strategic Objective 3.2

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

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

to achieve—in the words of its founding legislation—“a better understanding of the past, a better analysis of the present, and a better view of the future.”

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

Performance Goal 3.2.1

FY 2021 Performance: ORA strives for an annual project completion rate of 15% for the research projects on the research agenda. However, given the long timeframes for some studies, it is anticipated that the completion rate will be lower during the initial years of a five-year research agenda and accelerated during the latter years. The below tables show the percentage of research projects completed by fiscal year and the percentage of research projects launched by fiscal year.

Strategic Objective 3.2. Expand and promote evidence of the value and impact of the arts for the benefit of the American people.						
Performance Goal 3.2.1 The Arts Endowment's Office of Research & Analysis annually completes 15% of research projects on the agency's five-year research agenda.						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.2.1.1	The % of Arts Endowment Research Agenda projects completed	9%	18%	45%	68%	88%

Source: Office of Research & Analysis Research Agenda documentation

ORA has completed its performance goal by 2021, exceeding its original target of 75% by completing 88% of research projects on the agency’s five-year research agenda. It also had launched 100% of research projects on its agenda by the end of September 2021, exceeding its 75% launch target in FY 2021.

Other Indicators

Strategic Objective 3.2. Expand and promote evidence of the value and impact of the arts for the benefit of the American people.						
Performance Goal 3.2.1 The Arts Endowment's Office of Research & Analysis annually launches 15% of research projects on the agency's five-year research agenda.						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.2.1.2	The % of Arts Endowment Research Agenda projects launched (cumulative)	18%	77%	90%	94%	100%

Source: Office of Research & Analysis Research Agenda documentation

Performance Goal 3.2.2

FY 2021 Performance: Past research supported by the Arts Endowment is mentioned in news articles and academic journals every year. Each year, Arts Endowment research-related articles or citations are counted as a way to measure the reach of the agency’s research activities. Note that indicator 3.2.2.1 is a new indicator; therefore, no historical data exist prior to FY 2018.

Strategic Objective 3.2. Expand and promote evidence of the value and impact of the arts for the benefit of the American people.						
Performance Goal 3.2.2. Annually, Arts Endowment research-related articles and/or citations appear in academic journals specializing in disciplines other than the arts and in non-academic news outlets.						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.2.2.1	The # of Arts Endowment research related articles and/or citations in academic journals specializing in disciplines other than the arts	N/A	204	163	160	229
3.2.2.2	The # of Arts Endowment research related articles and/or citations in non-academic news outlets	123	135	117	129	159

Source: Academic Literature, News

The FY 2018 calculation of 3.2.2.1 was done internally. In FY 2019 and later, calculation of this indicator was done by a contractor. The methodology used to search citations varied between the two sources—a factor that may explain variation from FY 2018 to FY 2019. In FY 2021, there was a substantial increase in the number of times Arts Endowment publications were cited in academic journals specializing in disciplines other than the arts, which accounts for the substantial increase in 3.2.2.1.

Strategic Objective 3.3

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

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

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

The overall outcome is to create a more positive understanding of the United States through creative interactions with other countries, and to expose the American people to new arts and culture to build connections among people through the arts and promote a better understanding of our world. The Arts Endowment's international activities increase recognition of the excellence of U.S. arts around the world and broaden the scope of experience for American

artists, thereby enriching the art they create. Through partnerships with other government agencies and the private sector, the Arts Endowment fosters international creative collaboration by strengthening residency programs of foreign artists in communities across the country. Through the Arts Endowment Literature Fellowships in Translation program, the agency makes available literary works from around the world, enriching the American people’s horizons as creative, innovative thinkers and citizens of the world. And through the Arts and Artifacts Indemnity Program, the Arts Endowment helps bring to U.S. museums art from around the world that might otherwise be too costly to insure.

Performance Goal 3.3.1

FY 2021 Performance: The Arts Endowment builds and maintains partnerships that promote American arts and artists internationally each year. Below are the number of American artists who have visited other countries with support from the Arts Endowment’s strategic partnerships with other funders, and the number of countries those American artists visited with support from the Arts Endowment’s strategic partnerships with other funders. FY 2020 and FY 2021 numbers were lower than previous years as a result of the COVID-19 pandemic.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.						
Performance Goal 3.3.1. The Arts Endowment builds and maintains partnerships that promote American art and artists internationally each year.						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.3.1.1	The # of American artists who visit another country with support from the Arts Endowment’s strategic partnerships with other funders	805	1240	1240	996	346
3.3.1.2	The # of countries visited by American artists with support from the Arts Endowment’s strategic partnerships with other funders	37	31	43	40	32

Source: International Records Program

Performance Goal 3.3.2

FY 2021 Performance: Each year, the Arts Endowment builds and maintains partnerships that bring art and artists from other countries to U.S. audiences. This performance indicator focuses on the number of international artists in residences across the nation with support from the Arts Endowment’s strategic partnerships with other funders.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.						
Performance Goal 3.3.2. Each year, the Arts Endowment builds and maintains partnerships that bring art and artists from other countries to U.S. audiences.						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.3.2.1	The number of international artists in residences across the nation with support from the Arts Endowment’s strategic partnerships with other funders	253	35	36	85	0

Source: International Records Program

From FY 2017 to FY 2021, a total of 409 international artist residencies across the nation have been supported by the Arts Endowment’s strategic partnerships with other funders. The

reduction in numbers beginning in FY 2018 reflects the sunset of the Southern Exposure: Performing Arts of Latin America program. The increase in FY 2020 reflects the addition of Performing Arts Global Exchange. The COVID-19 pandemic also limited the ability for the Arts Endowment to support international artist residencies in FY 2021.

Performance Goal 3.3.3

FY 2021 Performance: When providing opportunities for the international exchange of artists, artworks, and arts activities, the Arts Endowment aims for a demonstrable benefit for the careers of participating American artists. As part of its ongoing effort to building an evidence base to inform its programs and policies, the agency is planning a survey of U.S. artists participating in international activities with the goal of developing a richer understanding of the short- and long-term impacts of these activities on their careers. A contract was concluded in FY 2020 to produce a survey instrument, plan for administration, prepare related Paperwork Reduction Act (PRA) clearance package, and conduct pilot-testing of the instrument. Focus group discussions were facilitated with participating U.S. artists as part of the survey development process; expanded professional networks and opportunities, enhanced reputation, acquisition of new professional skills were among the benefits reported by artists.

Paperwork Reduction Act clearance for the survey instrument was received in December 2020; due to reduced international activities in the wake of COVID-19, the survey instrument was not deployed in FY 2021. The agency will deploy the instrument for the first time during spring 2022. Since data collection has not begun, no data are reported for FY 2020 or FY 2021.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.						
Performance Goal 3.3.3. During the five-year term of this Strategic Plan, Arts Endowment-supported international exchanges have a demonstrable benefit on the careers of participating American artists.						
Indicator Number	Measure	2017	2018	2019	2020	2021
3.3.3.1	The % of American artists that report benefits of their participation in Arts Endowment-supported international exchanges.	N/A	N/A	N/A	N/A	N/A

Source: International Experiences survey data

STRATEGIC GOAL 4

Enable the Arts Endowment Mission through Organizational Excellence

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

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

Strategic Objective 4.1

Be an effective and vigilant steward of public funds.

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

Performance Goal 4.1.1

FY 2021 Performance: The agency has received an annual unmodified (“clean”) financial-statements audit opinion for the last 15 years, including for FY 2021. An audit opinion remains the primary measurement of success for this strategic objective.

Strategic Objective 4.1. Be an effective and vigilant steward of public funds						
Performance Goal 4.1.1. Each year, the Arts Endowment ensures that public funds are used and accounted for appropriately.						
Indicator Number	Measure	2017	2018	2019	2020	2021
4.1.1.1	Annual receipt of an unmodified audit opinion	unmodified	unmodified	unmodified	unmodified	unmodified

Source: Arts Endowment’s Annual Financial Reports (<https://www.arts.gov/sites/default/files/FY2021-AFR-NEA.pdf>)

Strategic Objective 4.2

Be transparent and accountable to the public.

As with all government agencies, the Arts Endowment must be accountable to the public, providing readily available information and data about its operations and decision-making. The agency maintains and continually improves upon policies, processes, and systems that ensure optimal transparency and accountability.

Performance Goal 4.2.1

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

Strategic Objective 4.2. Be transparent and accountable to the public						
Performance Goal 4.2.1. The Arts Endowment ensures transparency to the public by providing accurate reporting of grant data on a quarterly basis.						
Indicator Number	Measure	2017	2018	2019	2020	2021
4.2.1.1	The % of data submitted to USASpending.gov that is accurate, complete, and in accordance with government-wide data standards as reported in Auditor's Report on the Arts Endowment's compliance with the DATA Act of 2014	97%	N/A	99%	Certified*	Certified*

Source: Internal Agency DATA Act Reports

* In FY 2020 and 2021, the agency stopped reporting the percentage accuracy of data submitted to USASpending.gov due to the CARES Act of 2020 and the American Rescue Plan Act of 2021. The previous measure had a narrower data scope and represented data comparison with source systems that do not contain all the data required by the CARES Act and the American Rescue Plan Act. CARES Act data reporting and the American Rescue Plan Act, which is implemented and incorporated into DATA Act reporting, includes comprehensive award data. The data are identified as either “certified” (or accurate) or not. Certification means the agency assures the accuracy of the data and compliance with DATA Act reporting rules with no technical errors.

Strategic Objective 4.3

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

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

develops and maintains policies and processes to ensure excellent performance and accountability.

Performance Goal 4.3.1

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

FY 2021 Performance: Annually, including in FY 2021, the Arts Endowment has met the requirements of the 80-day hiring model, through which talented and skilled applicants are identified and on-boarded in a minimal amount of time. The annual time by fiscal year is listed in the table below:

Strategic Objective 4.3. Attract and maintain a diverse, creative, knowledgeable, productive, and motivated workforce.						
Performance Goal 4.3.1. Annually, the Arts Endowment exceeds the requirements of the 80-day hiring model, through which talented and skilled applicants are identified and on-boarded in a minimal amount of time.						
Indicator Number	Measure	2017	2018	2019	2020	2021
4.3.1.1	The average time for the identification and on-boarding of new Arts Endowment hires will not exceed 80 days	80 days	80 days	80 days	80 days	80 days

Source: HR Office Records

Performance Goal 4.3.2

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

FY 2021 Performance: Using the FEVS data, the agency tracks the percent of Arts Endowment employees reporting responses to key questions on this survey. Information collected from the survey is used to improve recruitment and retention strategies for high-performing workers. The annual percentages of responses to key questions are listed in the table below. Data from the FY 2021 Federal Employee Viewpoint Survey had not yet been received by the agency at the time of reporting.

Strategic Objective 4.3. Attract and maintain a diverse, creative, knowledgeable, productive, and motivated workforce.						
Performance Goal 4.3.2. Annually, Arts Endowment employees report a high degree of satisfaction working at the Arts Endowment.						
Indicator Number	Measure	2017	2018	2019	2020	2021
4.3.2.1	The % of Arts Endowment employees reporting positive responses to key questions on OPM’s annual Federal Employee Viewpoint Survey.					
	Reported a positive response to the statement "My agency is successful at accomplishing its mission."	97.94%	87.90%	94.73%	98.44%	
	Reported a positive response to the statement "I know how my work relates to the agency's goal and priorities."	98.10%	97.50%	96.49%	92.06%	
	Reported a positive response to the statement "I am held accountable for achieving results."*	94.53%	92.20%	89.67%	N/A	
	Reported a positive response to the statement "I am constantly looking for ways to do my job better."**	92.63%	89.10%	93.03%	N/A	
	Employee satisfaction and commitment score	76.45%	71.30%	79.45%	78.46%	
	Average positive response score of leadership/supervision.	82.65%	72.00%	73.36%	75.00%	

Source: OPM Federal Employee Viewpoint Survey

*This question was not a part of the 2020 FEVS due to the addition of COVID-19 pandemic-related questions.

** This question was not a part of the 2020 FEVS due to the addition of COVID-19 pandemic-related questions.

As seen in the table above, a significant majority of the Arts Endowment’s employees have expressed positive responses to key questions on the FEVS over the past years, with a slight variation across categories in 2020.

Strategic Objective 4.4

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

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

Performance Goal 4.4.1

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

FY 2021 Performance: The Arts Endowment recruits and engages citizens as panelists from each state and the District of Columbia each year, including in FY 2021. The percentage of

states, including the District of Columbia, who are represented by individuals serving on Arts Endowment panels each fiscal year is shown below.

Strategic Objective 4.4. Recruit and engage citizens as panelists who will make recommendations for Arts Endowment awards that meet the highest standards of excellence.						
Performance Goal 4.4.1. Annually, the Arts Endowment recruits and engages citizens as panelists from each state and the District of Columbia.						
Indicator Number	Measure	2017	2018	2019	2020	2021
4.4.1.1	The % of states, including the District of Columbia, represented by individuals serving on Arts Endowment panels	96.08%	100.00%	100.00%	100.00%	100.00%

Source: Panelist Records/OGPO

CROSS-CUTTING OBJECTIVE (CCO)

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

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

Of particular concern with regard to underserved groups is the connection between income and arts participation. National survey data show large disparities in arts participation rates by income and education level. Despite this challenge, an analysis of Arts Endowment grants awarded in FY 2017 shows that more than 40% of arts activities sponsored by Arts Endowment grants are held in Census tracts where 20% or more of the population live below the poverty line. In addition, a portion of each SAA partnership grant is designated for reaching underserved communities within the state, and a portion of each RAO grant is designated for touring arts activities to underserved populations within the region.

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

CCO Performance Goal 1.1

FY 2021 Performance: Beyond the simple categorization of urban versus rural, geographic diversity is also shown by the relative population sizes of communities where Arts Endowment-funded arts events occurred. Within the designation of urban/metro areas, there are four subdivisions used by the U.S. Census to characterize metro areas of different sizes. This performance indicator tracks the percentage of Arts Endowment-funded grant activities in relation to the percentage of the population in those metro-area categories. Rows 1 and 2 of CCO 1.1.2 display the binary distinction of metro vs. non-metro, whereas rows 3-6 display gradations within the broader metro category, i.e., with rows 3-6 as a refined subset of row 2. Please note that all U.S. population figures shown below are estimates made by the U.S. Census Bureau as of July 1 in each respective year.

As seen in the table below, the distribution of Arts Endowment-funded project activities roughly mirrors the geographic distribution of the U.S. population. This proportional relationship is true in the broad sense as evidenced in rows 1 and 2 at the top of the CCO 1.1.2 table, which compare metro vs. non-metro areas, but it is also largely true even when accounting for the gradations in metro size and population density shown in rows 3-6.

Cross-Cutting Objective: Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country						
Performance Goal CCO 1.1. Annually, Arts Endowment-funded activities take place in a diverse spectrum of geographic locations.						
Indicator Number	Measure	2017	2018	2019	2020	2021
CCO 1.1.1	The geographic distribution of applications received, grants awarded, and project activity locations					
	<i>Applications Received</i>	4,546	3,931	3,884	6,935	11,978
	<i>Grants Awarded</i>	2,396	2,235	2,286	3,245	2,459
	<i>% of Applications from Urban Areas</i>	92.96%	92.55%	92.87%	92.73%	91.15%
	<i>% of Grants in Urban Areas</i>	93.16%	92.75%	93.22%	92.27%	94.18%
	<i>% of Applications in Rural Areas</i>	7.04%	7.45%	7.13%	7.27%	8.85%
	<i>% of Grants in Rural Areas</i>	6.84%	7.25%	6.78%	7.73%	5.82%
	<i>Project Activity Locations</i>	24,549	26,492	14,760	9,068	N/A
	<i>% of Project Activity Locations in Urban Areas</i>	88.86%	88.04%	89.04%	88.51%	N/A
	<i>% of Project Activity Locations in Rural Areas</i>	11.14%	11.96%	10.96%	11.49%	N/A

CCO 1.1.2 The % of Arts Endowment-funded activities occurring in each segment of the rural-urban continuum compared to the percentage of the population that lives in those respective locations.										
	2017		2018		2019		2020		2021	
Rural/Urban Continuum	NEA Activities	% Population in Location	NEA Activities	% Population in Location	NEA Activities	% Population in Location	NEA Activities	% Population in Location	NEA Activities	% Population in Location
	(n=24,549)	(328.3M)	(n=26,492)	(329.9M)	(n=14,760)	(331.4M)	(n=9,068)	(334.7M)	(n=N/A)	(N/A)
1. Non-metro, rural areas	11.14%	13.86%	11.96%	13.80%	10.96%	13.74%	11.49%	13.58%	N/A	N/A
2. Metro, urban areas	88.86%	86.14%	88.04%	86.20%	89.04%	86.26%	88.51%	86.42%	N/A	N/A
3. Metro pop < 250K	7.50%	8.92%	8.31%	8.83%	6.21%	8.82%	7.31%	8.86%	N/A	N/A
4. Metro pop >= 250 K but < 1M	16.28%	21.26%	14.58%	21.37%	14.56%	21.41%	18.58%	20.44%	N/A	N/A
5. Metro pop >= 1M but < 4.6M	24.32%	27.04%	24.37%	25.71%	23.86%	25.78%	25.31%	28.11%	N/A	N/A
6. Metro pop >= 4.6M	40.75%	28.92%	40.79%	30.29%	44.42%	30.26%	37.31%	29.01%	N/A	N/A

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

The above CCO 1.1.1 table shows that each year, the percentage of grants awarded to organizations in rural versus urban settings is roughly proportional to the percentage of applications received from those organizations, although there is a pattern of applications from urban organizations having a slightly higher success rate each year. However, agency-funded projects produce arts events at locations other than just each grantee organization’s address. At the conclusion of each project, grantees report this assortment of Project Activity Locations on their FDRs, and each year these data (presented in the final three rows of the CCO 1.1.1 table) demonstrate that these activities occur with more frequency in rural areas than would be expected based on the ratio of grant awards. In other words, Arts Endowment grants often support project activities in rural areas even when the organizations themselves are located in urban areas. In fact, in each year shown in the table, approximately 6%-7% of grants were awarded to rural organizations; however, an average of 11% of all Endowment agency-funded project activities occurred in rural areas in each of those years. The distribution of FY 2020 Arts Endowment-funded project activities is similar to the distribution of the U.S. population, in that approximately 13.5% of U.S. residents live in rural/nonmetropolitan areas.

CCO Performance Goal 1.2

FY 2021 Performance: Each year, the Arts Endowment strives to award direct grants in every congressional district. The percentages, by fiscal year, are listed below.

Cross-Cutting Objective: Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country						
Performance Goal CCO 1.2. Each year, Arts Endowment direct grants are awarded in every congressional district.						
Indicator Number	Measure	2017	2018	2019	2020	2021
CCO 1.2.1	The % of congressional districts receiving an Arts Endowment direct grant	100.00%	99.80%	100.00%	100.00%	97.01%

Source: eGMS

CCO Performance Goal 1.3

FY 2021 Performance: Arts Endowment direct grants engage underserved populations with the arts every year. The percentage of the direct grants awarded that engages underserved populations are shown below by fiscal year.

Cross-Cutting Objective: Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country						
Performance Goal CCO 1.3. Arts Endowment direct grants engages underserved populations with the arts every year.						
Indicator Number	Measure	2017	2018	2019	2020	2021
CCO 1.3.1	The % of Arts Endowment direct grant awards that engage underserved populations	31.34%	36.09%	32.88%	12.81%	N/A

Source: FDR

MANAGEMENT PRIORITY

The Arts Endowment identified one major management priority for FY 2018-22 in addition to priorities shown in our strategic framework:

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

Planned actions and results for this management priority follow:

Management Priority 1. Institutionalization of the processes surrounding the recently implemented eGMS (Electronic Grants Management System).	
Planned Action	Arts Endowment will be working with our Shared Service provider to develop a way to obtain federal financial assistance awardees reporting data via web-based submission into the eGMS.
Results	<ul style="list-style-type: none"> • Joint steering committee completed its needs assessment and established requirements for final reports and other reports needing to use web-based submission by the end of Q3 FY 2018. • A joint agency work group concluded its work in Q4 FY 2019 supporting the development of a new agency-defined forms module for the eGMS. • A full-scale pilot test of the agency’s FY 2020 grant reports was launched in Q2 FY 2020. All FY 2021 grant reports were incorporated into the agency-defined forms module following the pilot period. • New work began in Q1 FY2020 to adapt an existing eGMS feature to collect geographic activity data at the final report stage. This new feature was fully deployed by FY 2021.

RESEARCH AND EVALUATION

The Arts Endowment continuously used research and evaluation across the four strategic goals to inform strategies and identify opportunities to improve agency performance and increase effectiveness of its activities. The agency used internal and external resources and a variety of processes to conduct research and evaluation and apply findings to its programs and practices. The following narrative highlights research and evaluation efforts undertaken by the Arts Endowment during FY 2021 that informed the agency's performance.

Goal 1

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

- *Tech as Art: Supporting Artists Who Use Technology as a Creative Medium.* This [report](#) is the result of a two-year research initiative exploring the multifaceted creative practices of artists who engage with digital technologies. The research examines the creative infrastructure supporting tech-focused artistic practices and provides insight into the existing challenges and opportunities faced by artists and organizations working at the intersection of arts and technology. Tech as Art is part of an Arts & Technology Field Scan conducted by the National Endowment for the Arts in partnership with the Ford Foundation and the Knight Foundation.
- *The Art of Reopening: A Guide to Current Practices Among Arts Organizations During COVID-19.* National Endowment for the Arts research staff surveyed national service organizations in the arts and interviewed arts organizations and consultants about reopening practices of organizations that have resumed in-person programming in 2020, during the pandemic. This [guide](#) presents promising tactics and insights through nine case studies. On March 23, 2021, the Arts Endowment hosted a [virtual conversation](#) building upon this report.

Goal 2

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

- *Creative Forces Clinical Research.* The Arts Endowment through its Creative Forces program is investing in clinical research on the biological, psycho-social, and comparative cost effectiveness impacts and benefits of creative arts therapies on service members, veterans, and their families. Through research-practice partnerships as well as a cooperative agreement with the Creative Arts Therapies PhD program at Drexel University in Philadelphia, several research studies have been completed and more are

underway. The [Creative Forces Clinical Peer-Reviewed Publications Inventory](#) lists and links to all the completed research and clinical practice papers associated with Creative Forces. To guide future evidence-building efforts, the Arts Endowment produced the [Creative Forces Clinical Research Strategic Framework and Five-Year Agenda \(2018-2022\)](#), which establishes strategic objectives for Creative Forces clinical research and provides a five-year plan for achieving those objectives. This includes a considerable effort to establish a theoretical foundation for Creative Forces research activities through development of conceptual frameworks for art therapy, music therapy, and dance-movement therapy, as well as recommendations for applications of therapeutic writing interventions. In concert with these efforts, a [Conceptual Framework report](#) was published and sets the stage for future research endeavors. In 2021/22 and through the next few years, we are pursuing four [feasibility studies](#) followed by randomized controlled trials or other large-scale research related to art therapy and music therapy, and expansion of funding mechanisms. Establishment of the [National Resource Center \(NRC\)](#) in FY 2020 provided the ability to share best practices, research, content, and insights from the Creative Forces initiative.

- *Creative Forces Clinical Program Evaluation.* The Arts Endowment is investing in evaluation of its Creative Forces clinical programs, including needs assessments and formative, process, and summative/impact evaluations. The goal is to evaluate all Creative Forces clinical programs and projects, including the Creative Forces Creative Arts therapist-led clinic to community activities and program expansion demonstration projects. Evaluation activities for programs/projects include: conducting needs assessments; identifying gaps; creating theories of change; developing logic models; drafting implementation and evaluation plans; collecting, analyzing, and synthesizing qualitative and quantitative data; and creating and distributing dissemination materials. By investing in these activities, the Arts Endowment will identify outcomes associated with Creative Forces clinical programs/projects and determine the effectiveness of the programs/projects; support continuous improvement and help to ensure that the programs/projects are achieving their goals and objectives; and determine which Creative Forces clinical programs/projects should be expanded to other sites and populations.
- *Creative Forces Community Engagement Evaluation.* The Creative Forces® Community Arts Engagement Subgranting Program was launched in late FY 2021. Open to nonprofit organizations, units of state or local government, or federally recognized tribes or tribal communities, this [tiered subgranting program](#) supports the development and implementation of non-clinical arts engagement programs for military-connected populations. Technical assistance provided to grant recipients in the emerging tier will facilitate project-level capacity-building and data collection, including the development of a project logic model. The advanced grant tier provides support to organizations for established non-clinical arts engagement projects for military-connected populations; technical assistance for grant recipients in this tier will focus on performance measurement, evaluation for continuous process improvement, and outcomes measurement, excluding the measurement of individual-level outcomes. During FY 2021, the agency developed a performance data collection plan for the new subgranting program. A participant outcome survey will be piloted in FY 2022, with regular Paperwork Reduction Act clearance sought during the same year.

- *Shakespeare in American Communities/Juvenile Justice Performance Measurement.* Shakespeare in American Communities (SiAC) is a national theater program of the NEA in partnership with Arts Midwest, bringing performances and related educational activities to audiences across the country, including middle and high school students in underserved schools. Since 2019, a smaller subset of subgrants has been awarded with the intent of expanding the SiAC program into the juvenile justice system. In FY 2020, the NEA commissioned a targeted review of the existing body of research literature on arts programs engaging juvenile offenders, a draft logic model for the SiAC/JJ program, and a plan to evaluate outcomes associated with this grant program. A recommendation that emerged from this work was to invest in building capacity for the NEA cooperator to improve measurement of grantee performance. At the end of FY 2021, a contract was awarded to establish systematic data collection to support performance and outcome measurement to the SIAC/JJ program.
- *CARES Act Survey of State Arts Agencies and Regional Arts Organizations.* During FY 2021, the Arts Endowment partnered with the National Assembly of State Arts Agencies to develop and administer a survey to state arts agencies and regional arts organizations about the distribution and impact of CARES Act funding. As part of the stimulus package passed by Congress in April 2020, the CARES Act appropriated \$75 million to the Arts Endowment for emergency relief. Forty percent of these funds were directed to state arts agencies and regional arts organizations to be distributed for emergency grantmaking. The survey collected data on how CARES Act funding from the Arts Endowment supported the continuation or creation of jobs and supported investment in infrastructure for state and regional subgrantees.

Goal 3

The Arts Endowment supports its goal to promote public knowledge and understanding about the contributions of the arts primarily through its research program. External research on the impacts of the arts on individuals and communities is supported by the Arts Endowment through its Research Grants in the Arts program, which offers grants for research examining the value and impact of the arts. The Arts Endowment’s Research Labs program supports transdisciplinary research teams, grounded in the social and behavioral sciences. Through both programs, the Arts Endowment invites researchers and arts organizations to engage with the agency’s five-year research agenda.⁶ Studies pursuing this agenda are also undertaken directly by Arts Endowment staff and contractors. In FY 2021, completed research products by the Arts Endowment include:

- *Paths to Participation: Understanding How Art Forms and Activities Intersect.* This [research brief](#) is based on an analysis of the overlap between different art forms and genres when it comes to people’s choice of arts activities. Based on findings from the Survey of Public Participation in the Arts, the brief discusses in particular the positive association between consuming the arts digitally and attending in-person arts events.
- *U.S. Arts and Cultural Production Satellite Account.* The National Endowment for the Arts partners with the Bureau of Economic Analysis (U.S. Department of Commerce) to report on the economic impact of arts and culture in the United States. These reports are

⁶ A new [research agenda](#) was released by the NEA in December 2021.

based on supplementary statistics called the Arts and Cultural Production Satellite Account, or ACPSA. A summary research report of the national findings is available, along with a set of “creative economy state profiles” developed in partnership with the National Assembly of State Arts Agencies.

- *Creating, Practicing, and Performing Art in the U.S.: Demographic and Rural/Urban Differences*. A [research brief](#) presented findings from the 2018 Arts Basic Survey (ABS) on the number and share of U.S. adults who personally perform or create artworks. The ABS is produced jointly by the National Endowment for the Arts and the U.S. Census Bureau.

Goal 4

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

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

**NATIONAL
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Annual Performance Plan

FY 2023

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Introduction

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

- National Foundation on the Arts and the Humanities Act of 1965

As the premier arts agency of the U.S. government, the National Endowment for the Arts (NEA) has positioned itself as a vital and sustaining force in American culture, committed to serving all people throughout the nation by bringing the arts into their lives, schools, and neighborhoods. Another enduring role of the agency is to cultivate and elevate existing artistic and cultural traditions as critical assets within communities.

Over the past 50+ years, the NEA has become the largest funder of the arts and arts education nationwide and, as a catalyst of public and private support for the arts, an essential institution. Established by Congress in 1965, the NEA annually awards an average of approximately 2,400 grants and cooperative agreements exceeding \$129 million, funding the arts in all 50 states and six U.S. jurisdictions, including rural and urban areas. The NEA also exercises leadership by supporting key initiatives, research and evaluation, and domestic and international partnerships.

The arts' tangible and intangible rewards extend to various realms of our lives. Among the more measurable benefits that the arts confer to society are job creation and economic growth. As of 2019, for example, arts and cultural production added 4.3 percent directly to the nation's GDP, for a total approaching a trillion dollars (\$919.7 billion). In the same year, the sector employed 5.2 million wage-and-salary workers whose total compensation was \$447 billion. NEA funding to organizations that provide the arts and arts education throughout the U.S. serves this greater economic good, catalyzing further investments in jobs and economic activity that can improve lives and livelihoods for Americans everywhere.

Most recently, in recognition of the NEA's capacity to promote job growth and financial well-being across the sector—outcomes that translate to whole communities and to the nation itself—Congress appropriated additional funds to the NEA under the American Rescue Plan Act of 2021. This historic legislation is intended to fuel U.S. recovery from the devastating economic and health effects of the COVID-19 pandemic.

The NEA's grantees are vital partners in extending these and other benefits. Eligible applicants to the NEA include nonprofit organizations; units of state and local government; federally recognized tribal communities or tribes. The agency also awards honorifics in jazz and folk/traditional arts, and fellowships to creative writers and literary translators. Notwithstanding additional awards such as those administered under the American Rescue Plan Act of 2021, the NEA makes dollar-for-dollar cost-share/matching grants to support exemplary projects in the following areas:

Artist Communities
Arts Education
Creative Placemaking
Dance
Design
Folk & Traditional Arts
International
Literary Arts
Local Arts Agencies
Media Arts

Museums
Music
Musical Theater
Opera
Presenting & Multidisciplinary Works
Research
State & Regional Arts Organizations
Theater
Visual Art

All grant applications to the NEA are reviewed on the basis of artistic excellence and artistic merit. Applications generally receive three levels of review. First, they are evaluated by advisory panels composed of a diverse group of disciplinary experts and other individuals, including at least one knowledgeable layperson. Panels make recommendations that are forwarded to the National Council on the Arts.

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

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

Through these agreements, moreover, the NEA supports creation and implementation of statewide and regionwide plans for strengthening arts education and fostering the arts in underserved communities. Each plan responds to the unique needs of the state or region and its constituents, whose views are solicited by each SAA/RAO through surveys, town hall meetings, arts practitioner convenings, policymaker consultations, and other forms of citizen engagement.

Together with the funding that the NEA's grants agency's reach and impact, aligning national leadership with local practices and benefits. These partners are critical to the NEA's ability to fulfill its mission.

Mission: *The arts strengthen and promote the well-being and resilience of people and communities. By advancing equitable opportunities for arts participation and practice, the National Endowment for the Arts fosters and sustains an environment in which the arts benefit everyone in the United States.*

Arts participation means taking part in any number of activities that include the visual and performing arts, crafts and media arts, design, and literary arts and arts education. People engage with the arts as audience members, as viewers or listeners, as readers or learners, and as creators, curators, or performers. These diverse modes of arts participation—and different forms and genres of artistic expression—quicken and enlarge our sensibilities. The arts broaden and enhance our understanding and our connections to one another and to the greater world.

As with individuals, communities and society at large benefit from the arts and arts education—culturally, civically, and economically. The arts heal and unite: they nurture a sense of shared identity, but they also permit distinctive and often marginalized voices to be heard. It is the responsibility of the NEA to elevate artistic achievements throughout the country and to offer people from all backgrounds the opportunity to partake of this living cultural heritage. By performing these functions, the NEA will help to expand the number of arts participants nationwide and to extend the social, educational, and economic benefits of the arts to communities of every type.

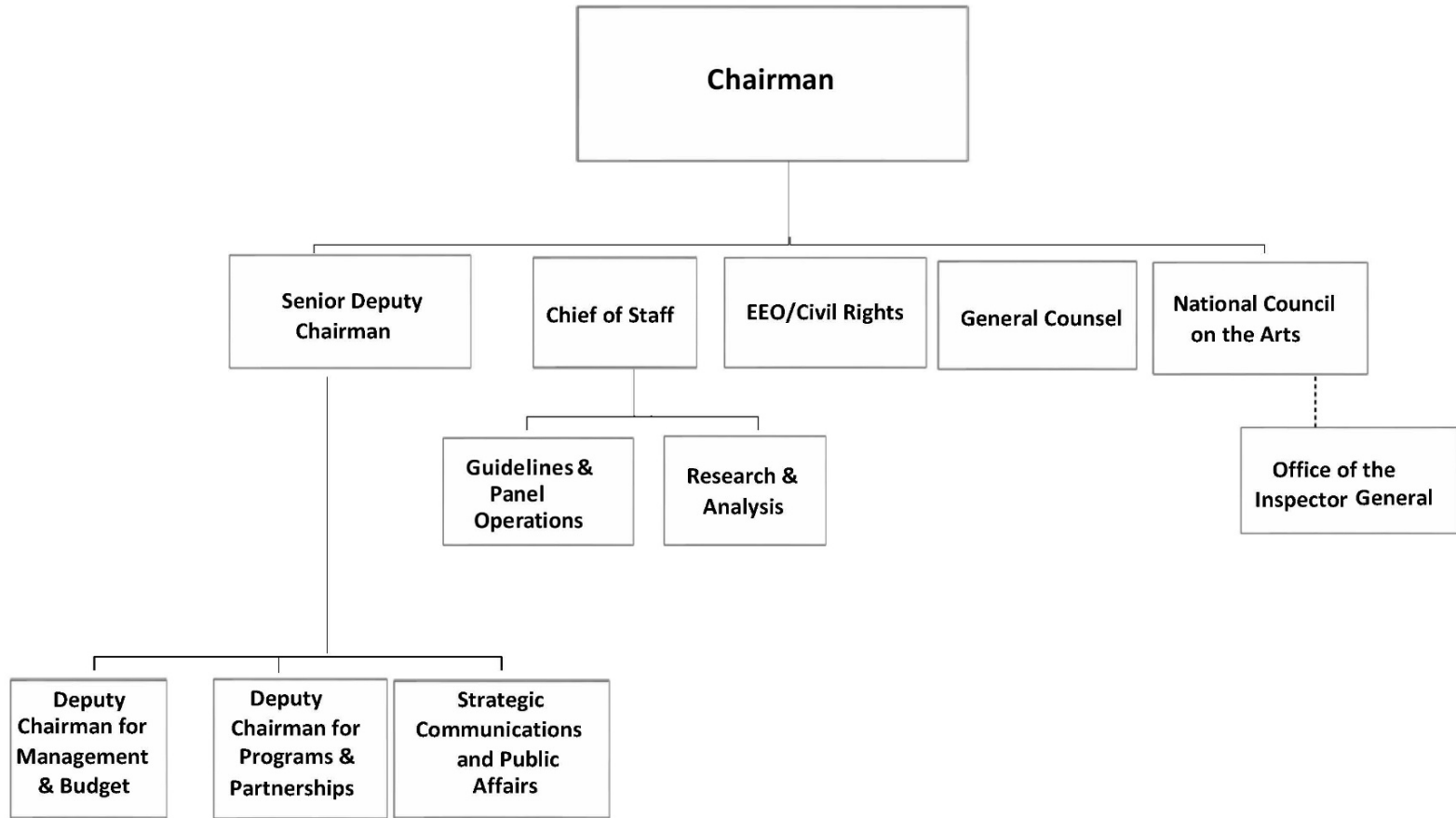
Vision Statement: *A nation in which the arts are essential to our democracy and to reaching our highest potential by nourishing creative enterprise, freedom of thought, imagination, and inquiry.*

By giving voice to unique talents and perspectives through creative expression, the arts embody and reflect the boldness of our democratic experiment. In remarks he gave at Amherst College on October 26, 1963, President John F. Kennedy described how in the case of the poet Robert Frost, who had died earlier that year, “the artist’s fidelity has strengthened the fiber of our national life.” The President went on to champion the truth-telling powers of artists and the vision of “an America that commands respect not only for its strength but for its civilization as well.”

President Kennedy added: “If sometimes our great artists have been the most critical of our society, it is because their sensitivity and their concern for justice, which must motivate any true artists, make them aware that our nation falls short of its highest potential.” A nation that respects and celebrates the arts is unafraid of inquiring into its mores and behaviors, and re-imagining a more just future. The arts are vital, therefore, to our democratic process, just as they embolden creativity, innovation, and all free thinking.

The agency's goals, and the objectives and strategies to achieve them, including cross-agency collaborations, are detailed in the National Endowment for the Arts Strategic Plan FY 2022-2026, which will be issued in March 2022. This Annual Performance Plan is based on the Strategic Plan and describes the performance goals and indicators necessary to assess the agency's progress in accomplishing its strategic objectives. The plan also describes research and evaluation activities that supported the development of the Annual Performance Plan and Strategic Plan, and information on data validation and verification.

Fig. 1. National Endowment for the Arts Organizational Structure (DRAFT – updates currently in process)



Performance Framework

The Fiscal Year (FY) 2023 Annual Performance Plan (APP) supports the NEA Strategic Plan: FY 2022-2026, which is posted on the NEA website. The Strategic Plan outlines the agency's strategic goals and objectives and the means and strategies to accomplish them. The APP sets out performance goals and indicators in support of the strategic objectives.

The NEA APP has three major components: (1) strategic goals and objectives; (2) performance goals; and (3) performance and other indicators.

The **strategic goals and objectives**, which are outlined in the Strategic Plan, are the starting point for the FY 2023 APP. This nexus between the Strategic Plan and the APP helps to ensure that the performance goals are integrated with the agency's mission. Goal leaders are identified for each strategic objective.

The **performance goals** in the APP link directly to each strategic objective in the NEA Strategic Plan. The NEA selected these performance goals because they are intermediate outcomes or outputs necessary to achieve the strategic objectives.

The **performance and other indicators** are measures the NEA intends to assess during FY 2023. In many cases, these indicators track incremental progress toward achieving the performance goals.

Targets are identified for performance indicators only. Since many performance indicators are new, targets have not yet been established in every case, as they will rely on collection of new baseline data and/or revisions to data-collection instruments; this has been indicated by "baseline data not available." "Other" indicators are not assigned targets; "target not required" appears in the target cell for these indicators. Documentation on data validation and verification is presented later in this plan.

During the term of the FY 2022-2026 Strategic Plan, the NEA may adjust or add performance goals and/or their underlying measures. Currently, for example, the agency is exploring the use of data science methods to more efficiently analyze textual data from grantee reports. Also, implementation of the proposed APP is contingent on the agency's ability to maintain funding levels and staffing for this work.

Strategic Goal 1. Support opportunities for all people to participate in the arts and arts education.

The arts celebrate our differences while connecting us through shared experiences. Americans from all backgrounds can experience the arts by attending music, dance, and theater performances, visiting art and design exhibits, reading or listening to works of literature, and enjoying the arts via media and technology. Participation also can involve making art of one's own, whether alone or with other people, and acquiring an arts education—knowledge, skills, and competencies that can last a lifetime. All of these varieties of participation can and do occur anywhere, in formal or informal settings, whether inside or outside a specific cultural tradition.

Although the arts are a universal resource, long prized by nations for transmitting cultural identity and creative expression, there is no guarantee that everyone will have equal access to arts opportunities. In the U.S., socioeconomic and geographic factors play an outsized role in people's ability to participate in the arts.

Federal surveys consistently show that higher education and income levels, as well as urbanicity, are closely correlated with greater rates of arts participation. Most recently, a Survey of Public Participation in the Arts found that one in three U.S. adults could not agree with the following statement: "There are plenty of opportunities for me to take part in arts and cultural activities in my neighborhood or community." Among those most likely not to agree were Blacks and Hispanics/Latinos.⁷

By ensuring greater opportunities for everyone to take part in the arts and arts education, the NEA will extend the benefits of those activities to more Americans. Such benefits are not limited to aesthetic, emotional, or intellectual rewards. They translate to greater social, civic, and economic well-being in the lives of individuals, of whole communities, and of a nation itself.

Strategic Objective 1.1 Expand Public Access to the NEA's Programs and Award-Supported Activities.

Goal Leader/Lead Office

Office of the Deputy Chair for Programs & Partnerships

People connect with the arts by attending music, dance, and theater performances; by visiting architectural wonders and art exhibits; by reading works of literature; or by picking up a paintbrush or pencil to capture the world around them or to sketch their innermost thoughts. Today, they even carry in their pockets—in the form of smartphones—access to museums, concert halls, stages, and studios that enable individual arts experiences on demand. For artists and audiences alike, new pathways for participation abound. And yet, access to those in-person and/or digital pathways is by no means guaranteed

⁷ https://www.arts.gov/sites/default/files/US_Patterns_of_Arts_ParticipationRevised.pdf. (Accessed Dec. 9, 2021.)

The NEA addresses this need by providing opportunities for the public to engage with the arts through its grant programs, including through Partnership Agreement grants to SAAs and RAOs. The agency’s grantmaking is responsive to the changing landscape of arts participation and arts production. The NEA rewards innovative strategies and models for engaging the public directly with arts experiences, for preserving them, and for making them accessible to all. At the same time, the NEA strives to promote funding and partnership opportunities to all eligible entities, whether or not they have experienced prior success in competing for these resources.

Performance Goal 1.1.1 The NEA increases the percentage of grant applications received from first-time applicants.		
Indicators	Indicator Type	FY23 Target
1. Percent of applications received and adjudicated by the NEA, by first-time applicant status. <i>Source: eGMS</i>	Performance	14%
2. Success rate of applications received and adjudicated by the NEA, by first-time applicant status. <i>Source: eGMS</i>	Other*	Target not required

*The success rate of applications is not considered a performance indicator because factors beyond first-applicant status determine the selection of applications for award. All grant applications to the NEA are reviewed on the basis of artistic excellence and artistic merit. Applications are evaluated by advisory panels composed of a diverse group of disciplinary experts and other individuals, including at least one knowledgeable layperson. Panels make recommendations that are forwarded to the National Council on the Arts.

Performance Goal 1.1.2 The NEA increases the number of communities that host NEA grantee organizations and NEA-supported project activities.		
Indicators	Indicator Type	FY23 Target
1. Number of unique communities that contain NEA grantee organizations. <i>Source: eGMS</i>	Performance	697
2. Number of unique communities where NEA-supported project activities took place. <i>Source: FDR</i>	Performance	2,361

Performance Goal 1.1.3 The NEA supports projects that expand access to the arts through strategic partnerships.		
Indicators	Indicator Type	FY23 Target
1. Percent of NEA-supported projects that identify, as strategic partners, organizations outside the arts sector. <i>Source: FDR</i>	Performance	17.5%
2. Percent of NEA-supported projects that identify minority-serving institutions of higher education as strategic partners. <i>Source: GAF</i>	Other	Target not required

Strategic Objective 1.2 Prioritize Data-Driven Methods to Broaden and Deepen Engagement with Underserved Communities.

Goal Leader/Lead Office

Office of the Deputy Chair for Programs & Partnerships

Office of Research & Analysis

Data and evidence are poised to improve the agency’s administration of grants and programs so that even larger numbers of people—from more diverse backgrounds than before—can benefit from NEA programs and grant activities. Tools like U.S. Census Bureau data files and geospatial mapping will allow the agency to target historically underserved areas more effectively in its engagement efforts.⁸

One example of an NEA program dedicated to this type of engagement is Challenge America, which supports underserved populations through grants to primarily small and mid-sized organizations. Beyond this program, the agency routinely conducts outreach so that its programs and grant-supported activities can benefit people in every Congressional District. Through targeted outreach and award programs, the NEA extends economic opportunities through the arts and creativity to underserved communities and regions across the nation.

In recent years, moreover, the NEA has elevated opportunities for tribal nations, historically Black colleges and universities (HBCUs), and other minority-serving institutions of higher education to participate in NEA programs. By consulting empirical data as the agency undertakes these and other initiatives, the NEA will achieve a greater likelihood of success in building and sustaining relationships with people and organizations that have been underserved by NEA programs.

⁸ For a definition of “underserved,” see the White House *Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, Jan. 20, 2021.

Performance Goal 1.2.1 The NEA increases engagement with potential applicant organizations in underserved communities.

Indicators	Indicator Type	FY23 Target
1. Number of organizations located in underserved communities and that are engaged through technical assistance (e.g., webinars or other events/services) provided by the NEA. <i>Source: Administrative data</i>	Performance	Baseline data not available
2. Percent of applications received and adjudicated by the NEA from organizations located in underserved communities. <i>Source: eGMS</i>	Performance	45%
3. Success rate of applications received and adjudicated by the NEA from organizations located in underserved communities. <i>Source: eGMS</i>	Other*	Target not required

*See earlier footnote regarding success rate.

Performance Goal 1.2.2 The NEA increases engagement with potential applicant organizations that primarily address underserved communities.

Indicators	Indicator Type	FY23 Target
1. Percent of applications received and adjudicated by the NEA from organizations primarily addressing underserved communities. <i>Source: eGMS, GAF</i>	Performance	Baseline data not available
2. Success rate of applications received and adjudicated by the NEA from organizations primarily addressing underserved communities. <i>Source: eGMS, GAF</i>	Other*	Target not required

* See earlier footnote regarding success rate.

Strategic Objective 1.3 Provide Opportunities for People throughout the Country to Participate in Arts Education and to Increase Their Knowledge and Skills in the Arts at All Stages of Life.

Goal Leader/Lead Office

Arts Education Division

Folk & Traditional Arts Division

By helping to foster public appreciation and understanding of various art forms, genres, and artistic traditions, the NEA will build public capacity for lifelong participation in the arts. For audiences and learners, the outcome will be vibrant and transformative arts experiences. For artists and teachers, the NEA will facilitate the transfer of critical knowledge and skills that will enable them to refine and improve their work.

The arts are essential to a well-rounded education. Numerous studies have revealed the social and emotional benefits of arts education for early childhood development, and the ability of arts education to bridge gaps in academic achievement among teenagers and youth who come from less privileged backgrounds than others. Additionally, arts education contributes to students' acquisition and development of skills (e.g., the "four Cs"—communication, collaboration, critical thinking, and especially creativity) that have been closely associated with 21st-century job requirements. Further along the lifespan, older adults who engage with the arts have reported higher levels of cognitive ability and fewer limitations to their physical functioning.

The agency's grants support arts learning activities across a variety of artistic disciplines for people of all ages. Grants awarded by the NEA Arts Education division K-12 students. However, NEA grants, including from other offices, also support the integration of arts learning with other academic curricula, including STEM disciplines. Beyond grants for student learners, Arts Education grants support professional development opportunities for educators, including but not limited to arts instructors. Additionally, NEA programs such as Poetry Out Loud offer arts learning experiences for high school students (including, in this case, benefits that extend from poetry appreciation to language skills development).

Apprenticeships are time-honored programs allowing master artists to train apprentices, often over an extended period of time. These trainees then have the ability to teach others, sharing what they have learned with their own communities. Formal learning programs of this nature are instrumental in passing on cultural knowledge to the next generation. Through the NEA's continued support of state folklife programs and their apprenticeship awards, the agency ensures that traditional artists have the opportunity to pass on the techniques and cultural knowledge of their art forms, which can be as diverse as Mexican ballet folklorico, Northern Arapaho beadwork, gospel singing, and taiko drumming. The NEA also supports apprenticeships directly through its own grantmaking. As with the NEA's support of the arts and arts education more generally, such apprenticeships form a critical link in connecting economic and labor-related outcomes from artistic practice to communities at large.

Performance Goal 1.3.1 The NEA engages underserved youth in arts education through activities supported by its awards and partnerships.		
Indicators	Indicator Type	FY23 Target
1. Percent of arts education projects located in underserved communities and that directly engaged youth. <i>Source: FDR</i>	Performance	47%
2. Percent of arts education projects supported by subawards through NEA Partnership Agreements, that were located in underserved communities, and that directly engaged youth. <i>Source: SAA/RAO FDR</i>	Other	Target not required

Performance Goal 1.3.2 The NEA supports the arts education sector with convenings, research, and technical assistance.		
Indicators	Indicator Type	FY23 Target
1. Number of NEA-supported convenings, research products, and technical assistance opportunities made available to the arts education sector. <i>Source: Administrative data</i>	Performance	Baseline data not available

Strategic Objective 1.4 Ensure Opportunities for the International Exchange of Artists and Arts and Cultural Traditions.

Goal Leader/Lead Office

Office of International Activities
Literary Arts Division

According to the founding legislation for the NEA, the United States’ reputation as a world leader must not “rest solely upon superior power, wealth, and technology, but must be solidly founded upon worldwide respect and admiration for the Nation's high qualities as a leader in the realm of ideas and of the spirit.”

Nowhere are these traits better exemplified than in America’s artistic and cultural contributions. International demand for U.S. artists and their artworks is best captured by a single statistic. In 2019, the most recent year for which such data are available, the U.S. exported \$33 billion more in arts and cultural goods and services than it imported from other

countries.⁹ Unlike many other segments of the nation’s economy, the arts and culture segment is running a trade surplus.

By working with the State Department and other entities to enable nation-to-nation exchanges of artists and artworks, the NEA assists in providing U.S. artists access to global markets and audiences. Concurrently, international exchanges permit U.S. audiences, artists, and communities to experience vibrant cultural traditions and artists from abroad.

Apart from fostering such exchanges, the NEA communicates regularly with international scholars, policymakers, and arts administrators who seek to learn about U.S. infrastructure for domestic arts programs. All of these activities help to advance the federal government’s efforts at cultural diplomacy. They also nourish the capacity of artists and audiences everywhere to realize their shared humanity through various forms of creativity and cultural expression.

Performance Goal 1.4.1 The NEA supports opportunities for the international exchange of artists and arts and cultural traditions, which yield demonstrable benefits for the artists and the arts.		
Indicators	Indicator Type	FY23 Target
1. Percent of artists participating in the NEA-supported USArtists International program who report benefits for their professional and career development. <i>Source: USAI survey</i>	Performance	Baseline data not available
2. Number of NEA awards that support the international exchange of artists and arts and cultural traditions. <i>Source: eGMS</i>	Other	Target not required
3. Number of NEA awards that support the translation of specific works of prose, poetry, or drama from other languages into English. <i>Source: eGMS</i>	Other	Target not required

⁹ <https://www.arts.gov/sites/default/files/SummaryReportAccessLinks.pdf>. (Accessed Dec. 9, 2021.)

Strategic Goal 2. Integrate the Arts with Strategies that Promote the Well-Being and Resilience of People and Communities.

Over the last few years in particular, the nation has been tested with extreme pressure on its healthcare system, its economy and environment, and its sense of fairness and social justice. Throughout such traumas as COVID-19, racial violence, and natural disasters, the arts have been a force for healing and repair. Through direct grantmaking and strategic partnerships, the NEA will continue to support projects that integrate arts-based strategies in health, community development, and emergency preparedness and responsiveness. These systems-based approaches to achieve positive outcomes for towns and neighborhoods already have been central to arts-and-public health initiatives, to the arts' deployment in disaster relief, to collective efforts to achieve equitable access in arts education, and to a variety of activities known as creative placemaking—the integration of arts, culture, and design with comprehensive community development. This strategic goal will permit more focused investments in communal spaces—but it also will bring greater visibility to the use of design and arts programs and therapies in improving health and well-being for individuals and communities.

Strategic Objective 2.1 Support Arts Projects with a Focus on Advancing the Health and Well-Being of Individuals.

Goal Leader/Lead Office

Office of the Senior Advisor on Innovation to the Chair

Office of Accessibility

Office of Research & Analysis

In partnership with U.S. Departments of Defense and Veterans Affairs and state and local arts agencies, the NEA directs Creative Forces ®: NEA Military Healing Arts Network. The initiative places creative arts therapies at the core of patient-centered care at clinical sites throughout the country, including telehealth services, and increases access to community arts activities to promote health, wellness, and quality of life for military service members, veterans, and their families and caregivers. Furthermore, in partnership with the Mid-America Arts Alliance, the Creative Forces Community Engagement Grant program aims to improve the health, well-being, and quality of life for military-connected populations by empowering creative expression, building social connections, and improving resilience.

The lessons learned from implementing Creative Forces will inform other strategies to advance individual health and well-being through the arts. The networking, technical assistance, and the evaluation and learning that occur across the Creative Forces program are typical of the field-building activities necessary to realize this strategic objective for broader population groups. At the federal level, the NEA models this knowledge transfer by leading the Interagency Task Force on the Arts and Human Development, which meets quarterly to examine research projects and evidence-based practice at the intersection of the arts, health, and human development.

Indeed, apart from Creative Forces, the NEA regularly supports not only creative arts therapies (e.g., art therapy, music therapy, dance/movement therapy, and drama therapy), but also arts-in-health programs that occur in clinical and non-clinical settings. Additionally—through direct grants and through partnerships with SAAs and RAOs—the agency funds arts projects that support healthy aging and healthy childhood and youth development, as well as rehabilitation and recovery for people in trauma, or those in prison or juvenile justice settings.

Performance Goal 2.1.1 The NEA supports projects and partnerships that engage individuals in activities with the intent of advancing their health and well-being through the arts.		
Indicators	Indicator Type	FY23 Target
1. Number of people who participated (in person or virtually) in NEA-supported activities focused on advancing the health and well-being of individuals through the arts. <i>Source: FDR</i>	Performance	Baseline data not available
2. Number of service members served by Creative Forces clinical creative arts therapists. <i>Source: Clinical documentation</i>	Performance	2,500
3. Number of therapeutic encounters facilitated by Creative Forces clinical creative arts therapists. <i>Source: Clinical documentation</i>	Performance	14,500

Performance Goal 2.1.2 Through convenings, research, and technical assistance, the NEA supports practitioners, researchers, and policy-makers at the intersection of the arts and health and well-being.		
Indicators	Indicator Type	FY23 Target
1. Number of NEA-supported convenings, research products, and technical assistance opportunities made available to practitioners, researchers, and policy-makers seeking to advance individual health and well-being through the arts. <i>Source: Administrative data</i>	Performance	Baseline data not available

Strategic Objective 2.2 Embed the Arts in System-Wide Initiatives that Strengthen or Heal Communities.

Goal Leader/Lead Office

- Design & Creative Placemaking Division
- Arts Education Division
- Folk & Traditional Arts Division

Beyond supporting arts projects that advance individual health and well-being, the NEA supports grassroots partnerships that integrate the arts with long-term strategies to heal a whole

community, or to protect or revitalize its natural, cultural, and economic resources. On a local level, these strategies often take the shape of creative placemaking programs—such as those supported by the NEA’s Our Town initiative—but they also involve collective impact models that ensure equitable access to arts education within K-12 school systems. Whether such projects contribute to community planning and development, a new national infrastructure for folk and traditional arts, emergency preparedness and recovery, or responses to climate change, they invariably require public-private partnerships that the NEA can help to catalyze and sustain across multiple sectors.

Performance Goal 2.2.1 The NEA supports grassroots partnerships that integrate the arts with long-term strategies to heal a whole community, or to protect or revitalize its natural, cultural, and economic resources.		
Indicators	Indicator Type	FY23 Target
1. Number of unique communities, across the strategic plan period (FY 2022-2026) in which organizations were awarded NEA funds for the purpose of embedding the arts in system-wide initiatives that seek to strengthen or heal communities. <i>Source: eGMS</i>	Performance	77

Performance Goal 2.2.2 Through convenings, research, and technical assistance, the NEA strengthens the integration of the arts in system-wide initiatives.		
Indicators	Indicator Type	FY23 Target
1. Number of NEA-supported convenings, research products, and technical assistance opportunities made available to practitioners, researchers, and policy-makers seeking to integrate the arts with system-wide initiatives to strengthen and heal communities. <i>Source: Administrative data</i>	Performance	Baseline data not available

Strategic Goal 3. Build Capacity and Infrastructure within the Arts Sector through Knowledge-Sharing, Tools, Resources, and Evidence-Based Practices.

Arts organizations, funders, and cultural policymakers frequently look to the NEA for guidance on issues confronting the arts sector, and for research and information that can support their practice. Especially in the wake of the COVID-19 pandemic and related economic hardships, the arts sector will require greater leadership, empirical insights, and technological capacity to rebuild better while serving all people and communities nationwide.

For the third consecutive five-year period, the NEA will launch a research agenda seeking to promote research about the value and impact of the arts. In conjunction with these projects, the NEA will support the creation and distribution of evidence-based guides, data tools, and other resources to assist cultural researchers and practitioners.

Leadership development for emerging, mid-career, and late-career arts leaders at organizations of all sizes will be essential to the arts sector's sustainability. Through grantmaking and strategic partnerships, the NEA will support these training opportunities in order for arts professionals to better navigate a shifting landscape for nonprofit arts organizations and their beneficiaries.

In response to other recent changes to the U.S. arts landscape, the agency will heighten investments in projects that use digital technology in the creation and/or delivery of art. Greater support for tech-centered artistic practice and for digital capacity-building within arts organizations also can yield positive results for diversity, equity, inclusion, and accessibility. This type of support will help to bridge digital divides within different segments of the arts sector—even as it will allow artists and audiences to contribute to and benefit from technological breakthroughs in arts creation and delivery.

Strategic Objective 3.1 Support the Development of Skills and Strategies That Will Enable Arts Leaders to Manage More Effective Organizations and Agencies.

Goal Leader/Lead Office

Office of the Deputy Chair for Programs & Partnerships

Although the NEA is primarily a grantmaking agency, it also provides leadership within the broader artsecosystem—as noted in Strategic Objective 3.2, which emphasizes research and communications in the field. Another form of assistance centers on professional development and training opportunities for arts leaders.

Several factors have contributed to a demand for new and different skills and competencies for arts leaders than may have been required in the past. These factors include the following needs: to lead arts organizations effectively in a post-COVID-19 environment; to promote diversity, equity, inclusion, and accessibility in the arts; and to ensure continuity of skills acquisition and learning for successive generations of arts leaders, including those working in policy and practice at the crossroads of the arts and other sectors (e.g., health, community development,

the environment). To help fulfill such needs, the NEA will support peer-to-peer learning groups and workshops for arts administrators.

Performance Goal 3.1.1 The NEA supports the development of skills and strategies that will enable arts leaders to manage more effective organizations and agencies.		
Indicators	Indicator Type	FY23 Target
1. Number of grantees reporting that NEA funding enabled them to build the capacity to manage more effective organizations and agencies. <i>Source: FDR</i>	Performance	Baseline data not available
2. Percent of participants expressing satisfaction with the quality and value of services provided through NEA-supported leadership training and technical assistance initiatives. <i>Source: Training/technical assistance feedback form</i>	Performance	Baseline data not available

Strategic Objective 3.2 Produce Research, Statistics, and General Information About the Arts for the Benefit of the Arts Sector and Beyond.

Goal Leader/Lead Office

- Office of Research & Analysis
- Office of Public Affairs

In addition to supporting leadership training and skills development within the wider arts sector, the NEA builds capacity for arts organizations through research and evaluation. Evidence-based practice guides, literature reviews, and statistical reports can assist arts organizations in more equitably serving the American public. The NEA also supports studies about the value and impact of the arts to individuals. This category of research can boost public recognition of the arts’ benefits for society—thus validating the work of artists and arts organizations in terms meaningful to funders, policymakers, and cross-sectoral partners.

Beyond using research and evaluation to measure the arts’ impacts, or to promote effective practices in the arts, the NEA communicates constantly with the arts and cultural sector and the general public about a range of topics, themes, programs, and opportunities in the arts. The NEA’s Office of Public Affairs publishes this content on traditional and social media platforms, facilitates interviews between NEA staff and media outlets to further promote the arts, and supports convenings, speeches, and other events featuring the NEA. The NEA’s website carries up-to-date information and resources for audiences and organizations from all backgrounds.

Performance Goal 3.2.1 The NEA promotes the arts and engages with communities in every state, territory, and the District of Columbia through traditional media, social media, and the agency’s website and publications.		
Indicators	Indicator Type	FY23 Target
1. Percent of states and U.S. jurisdictions, including the District of Columbia, in which NEA-related articles appear in news outlets. <i>Source: Public Affairs records</i>	Performance	100%
2. Percent of states and U.S. jurisdictions whose residents interact with the NEA through the agency’s website. <i>Source: Google Analytics data</i>	Performance	100%

Performance Goal 3.2.2 The NEA advances research in the arts through the social and behavioral sciences to investigate priority topics established in the agency’s five-year research agenda.		
Indicators	Indicator Type	FY23 Target
1. Percent of NEA website users who express satisfaction with the value of research information and publications available there. <i>Source: Pop-up survey</i>	Performance	Baseline data not available
2. Mean citation rate for projects resulting from NEA awards for research. <i>Source: Bibliometric research</i>	Performance	Baseline data not available

Strategic Objective 3.3 Invest in the Capacity of Arts Organizations to Support Tech-Centered Creative Practices and to Serve a Broader Public through Digital or Emergent Technology.

Goal Leader/Lead Office
Media Arts Division

For decades, artists and arts organizations have experimented with the use of digital and emergent technology as a creative medium, creating a dynamic but consistently under-resourced field of artistic practice. A NEA research report, *Tech as Art: Supporting Artists Who Use Technology as a Creative Medium* (2021), analyzes this field and the historic barriers and opportunities that have defined it. The report also highlights the cross-sectoral practices of tech-centered artists, their engagement with the larger societal issues of our time—ranging from racial justice to climate change—and their capacity to network and innovate.

Although data from the Bureau of Economic Analysis suggest that web streaming and web publishing are among the highest-growth categories of all arts-related industries, the work of tech-centered artists is poorly represented across the U.S. arts funding landscape, as shown by the Tech as Art report. And yet, the inclusion of these artists in the work of arts organizations promoting different artistic disciplines has become more critical than ever, now that the COVID-19 pandemic has likely forever altered the shape of arts programming and presentation. As in-person events came to a halt in early 2020, organizations were forced to turn to digital and hybrid programming. Over the next few years, the NEA will invest in greater capacity for arts

organizations and artists to harvest lessons from the pandemic and offer digital opportunities for arts participation—inclusive of hybrid programming—to reach a broader and more diverse public.

Performance Goal 3.3.1 Grantees report that NEA funding enabled them to build the capacity to serve a broader public through digital or emergent technology or support tech-centered creative practices.		
Indicators	Indicator Type	FY23 Target
1. Number of grantees reporting that NEA funding enabled them to build the capacity to serve a broader public through digital or emergent technology. <i>Source: FDR</i>	Performance	Baseline data not available
2. Number of grantees reporting that NEA funding enabled them to build the capacity to support tech-centered creative practices. <i>Source: FDR</i>	Performance	Baseline data not available

Strategic Goal 4. Pursue and Adopt Exemplary Practices to Support the Agency’s Mission.

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

The NEA is the sole arts funding entity, public or private, whose funding reaches every Congressional District in all 50 states and U.S. jurisdictions, supporting activities within the arts and culture sector such as arts presentations, artist residencies, arts education and healing arts projects, research, creative placemaking, and technical assistance for organizational capacity building. With such an ambitious mission and extensive roster of programmatic activities, the NEA can succeed only because of its commitment to its employees and organizational excellence. Creating and maintaining a highly functioning organization allows the NEA to fulfill its considerable responsibilities to the American people.

Strategic Objective 4.1 Continue to be Accountable and Transparent to the Public through Effective Operations that Promote Vigilant Stewardship of Funds.

Goal Leader/Lead Office

Office of Deputy Chair for Management & Budget
Office of Information Technology Management
Office of Guidelines & Panel Operations

Bearing in mind the NEA’s accountability to U.S. taxpayers, and to facilitate its mission, the NEA’s staff engage in work practices and design work systems to be effective, efficient, measurable, and transparent. The agency maintains and continually improves upon policies, processes, and systems that ensure optimal transparency and accountability. Chief among these is the NEA's grant application review process, at the heart of which are review panels comprised of citizen panels—both experts in the various arts fields, as well as laypersons with knowledge in the relevant fields.

Performance Goal 4.1.1 The NEA is a vigilant steward of funds through accountable, transparent, and effective operations.

Indicators	Indicator Type	FY23 Target
1. Annual receipt of an unmodified audit opinion. <i>Source: Administrative records</i>	Performance	Receipt of unmodified audit opinion
2. The data and deliverables submitted to USASpending.gov and other required federal data systems are certified as accurate, complete, and in accordance with government-wide data standards. <i>Source: Administrative data</i>	Performance	Certified
3. Improvements to the agency’s cybersecurity posture through the development and implementation of a zero-trust architecture and by upgrading the agency’s infrastructure in alignment with the agency’s multi-year IPV6 migration plan. <i>Source: Administrative records</i>	Performance	Baseline data not available

Performance Goal 4.1.2 The NEA recruits and engages citizens as panelists who reflect the nation’s geographic and racial/ethnic diversity.		
Indicators	Indicator Type	FY23 Target
1. Percent of U.S. states and jurisdictions, including the District of Columbia, represented by individuals serving on NEA panels. <i>Source: Administrative data</i>	Performance	100%
2. The United States’ racial/ethnic diversity is reflected in the composition of NEA panels. <i>Source: Administrative data</i>	Other	Target not required
3. Percent of NEA panelists that express satisfaction with their participation in the panel process. <i>Source: Panelist survey</i>	Other	Target not required

Strategic Objective 4.2 Foster a Skilled, Agile, Diverse, and Cohesive Workforce.

Goal Leader/Lead Office

- Office of the Deputy Chair of Management & Budget
- Office of Human Resources
- Office of Civil Rights and Equal Employment Opportunity

Believing that the agency’s most important asset is its people, the NEA is committed to embedding principles of diversity, equity, inclusion, and accessibility into the agency’s work practices, to foster a safe place for employees to thrive. The NEA also invests in training and staff recognition programs, and promotes strong employee morale and work-life balance in order to attract, develop, and retain a talented and diverse staff who are empowered and equipped to execute a shared mission and vision for the agency. The Federal Employee Viewpoint Survey (FEVS) is administered each year in part to assess employee satisfaction with their workplace experience. Specifically, the intrinsic work experience index captures employee feelings of motivation and competency relating to their role in the workplace. The employee engagement score measures conditions that lead to engagement, or employee’s sense of purpose, which is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission. Taken together these indices serve as a measurement of employee satisfaction.

Performance Goal 4.2.1. NEA employees report a positive work culture and a high degree of satisfaction working at the NEA.

Indicators	Indicator Type	FY23 Target
1. Index scores for employee engagement and intrinsic work experience on OPM’s annual Federal Employee Viewpoint Survey. <i>Source: FEVS¹⁰</i>	Performance	Employee engagement=77% Intrinsic work experience=85%

¹⁰ Adjustments to this measure may be required if FEVS indexes are changed in future years.

Cross-Cutting Objective (CCO): The NEA Will Model Diversity, Equity, Inclusion, and Accessibility in the Arts Through All of Its Activities and Operations.

Goal Leader/Lead Office

Office of Civil Rights and Equal Employment Opportunity

In its founding legislation, the NEA was charged with the responsibility of widening the availability of art, particularly to historically underserved populations—those whose opportunities to experience the arts are limited by geography, ethnicity, economics, or disability. Since its creation, the NEA has dedicated resources, developed leadership initiatives, and strengthened its partnerships with SAAs and RAOs to realize the agency’s mission to foster and sustain an environment in which the arts belong to everyone in the United States.

The NEA continues to make progress in lifting barriers to arts participation across the nation. Most recently, an analysis showed that more than 43 percent of arts activities sponsored by NEA grants are held in census tracts where 20 percent or more of the population live below the poverty line. In addition, the NEA’s Partnership grants to SAAs and RAOs include funds for responding to the needs of underserved populations within states and regions.

The agency will monitor the distribution of grants in support of widening its reach among diverse demographic, geographic, and socioeconomic groups. It also will explore methods for tracking and enlarging the diversity of organizations represented in the NEA’s applicant pool and grants portfolio. Related factors may include the various missions and budget sizes of applicant/grantee organizations, as well as first-time applicant status, and also the geographic and other characteristics of these organizations and the communities they serve.

This cross-cutting objective also refers to the NEA’s internal operations. In its day-to-day functioning, the agency aspires to model the principles of diversity, equity, inclusion, accessibility and equal employment opportunity principles to ensure effective management and accountability of federal resources.

Performance Goal CCO 1.1 The NEA supports projects and partnerships that engage populations reflecting the nation’s demographic, geographic, and socioeconomic diversity.		
Indicators	Indicator Type	FY23 Target
1. Percent of NEA awards supporting projects that engaged diverse demographic groups. <i>Source: FDR, Census ACS data</i>	Performance	23.5%
2. Percent of subawards, through Partnership Agreements, supporting project activities that engaged diverse demographic groups. <i>Source: SAA/RAO FDR, Census ACS data</i>	Other	Target not required
3. Percent of NEA awards that supported project activities in rural areas or high-poverty neighborhoods. <i>Source: FDR, Census ACS data</i>	Performance	35%
4. Percent of subawards that supported project activities in rural areas or high-poverty neighborhoods. <i>Source: SAA/RAO FDR, Census ACS data</i>	Other	Target not required

Performance Goal CCO 1.2 The NEA will establish a model EEO program based on development of internal benchmarks.		
Indicators	Indicator Type	FY23 Target
1. Completion of six essential elements for a model EEO program as described in MD-715. ¹¹ <i>Source: Administrative records</i>	Milestone	Six elements implemented

¹¹ MD-715's model EEO program, pursuant to Title VII of the Civil Rights Act of 1964 (Title VII), as amended, 42 U.S.C. § 2000e et seq., and Section 501 of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended, 29 U.S.C. § 791 and the Americans with Disabilities Act Amendments Act of 2008 (Pub. L. 110-325).

Research and Evaluation

The NEA continuously uses research and evaluation across the four strategic goals to inform strategies and identify opportunities to improve agency performance and increase the effectiveness of its activities. The following items highlight NEA-led research and evaluation efforts that have improved the agency’s knowledge of contextual factors affecting its performance plan—or that have shown how the NEA might improve performance on a specific goal or objective. Most of these studies were identified in the NEA’s Learning Agenda,¹² which is used to identify and pursue research questions pertaining to the agency’s own activities and operations. Current or future research and evaluation activities are described in the agency’s Strategic Plan.

Goal 1

The NEA has conducted research and evaluation studies that will inform its efforts to support opportunities for all people to participate in the arts and arts education. Research studies have enriched the agency’s ability to respond to the changing nature of arts participation in the U.S. , while evaluation studies have examined outcomes associated with NEA programs enabling access to the arts. Specific studies that were completed during the term of the last strategic plan include:

[The Paths to Participation: Understanding How Art Forms and Activities Intersect](#) report (December 2020) is based on an analysis of the overlap between different art forms and genres when it comes to people’s choice of arts activities. Based on findings from the Survey of Public Participation in the Arts, the brief discusses in particular the positive association between consuming the arts digitally and attending in-person arts events.

The report, [The Effects of Ticket Pricing on Arts Attendance Patterns: An Economics Literature Review \(2000-2018\)](#) (September 2020), distilled economics research, spanning nearly two decades, about the relationship between ticket pricing and public demand for visual and performing arts events.

[Why We Engage: Attending, Creating, and Performing Art](#) (2020) presented analyses of data from the 2017 Survey of Public and Participation in the Arts and the 2016 General Social Survey to identify common motivations and barriers for adults in deciding whether to participate in arts activities.

The report, [Line by Line: Transforming Student Lives and Learning with the Art of Poetry](#) (May 2020), presented findings from an evaluation study of Poetry Out Loud, a national arts education program supported by the NEA, the Poetry Foundation, and state and jurisdictional arts agencies. The quasi-experimental study—involving data collection from ten sample schools—assessed the program’s impact on poetry appreciation and engagement, social and emotional development, and academic performance.

¹² Since the NEA is not a CFO agency, it is not required by law to develop a Learning Agenda. However, the agency has adopted this best practice to inform its research and evaluation activities.

The report, [How Do We Read? Let's Count the Ways](#) (March 2020), used data from the 2017 Survey of Public Participation in the Arts to characterize and compare adults who read books in print only, who read books electronically, and who listen to audiobooks.

The report, [U.S. Patterns of Arts Participation: A Full Report from the 2017 Survey of Public Participation in the Arts](#) (December 2019), provided detailed statistics on adults' patterns of arts participation, based on the 2017 Survey of Public Participation in the Arts. It compared rates of arts attendance, art-making, arts consumption via media, and literary reading among various demographic subgroups.

The report, [U.S. Trends in Arts Attendance and Literary Reading: 2002-2017](#) (September 2018), provided national statistics on visual and performing arts attendance and literary reading rates using the 2017 Survey of Public Participation in the Arts and compared the results with prior years (2002, 2008, and 2012).

Goal 2

Through this goal, the NEA intends to support the integration of the arts with strategies that promote the well-being and resilience of people and communities. Previous research studies have informed the agency's planning in support of this goal, while evaluation studies have supported program improvement or assessed the effectiveness of previous grant-making activities. Specific research and evaluation studies that have informed this goal include:

Through the Creative Forces®: NEA Military Healing Arts Network, the agency has invested in research on the impacts and benefits – physical, emotional, and social – of creative arts therapies as innovative treatment methods. Creative Forces has been committed to the pursuit and promotion of clinically relevant biomedical and behavioral research on the effectiveness of creative arts therapies for service members, veterans, family members, and caregivers. Several strategies have been critical to the success of this research program, including the informed selection of rigorous research designs, support for multisite studies, funding of research opportunities at Creative Forces sites, and collaboration with other health/rehabilitation disciplines and partners. [Creative Forces research findings](#) inform implementation of the associated clinical program.

Evaluation of Creative Forces community-based arts programming has examined the impacts of these activities. During the pilot implementation of the Community Connections projects, an external program evaluation team conducted a study of projects to inform future Creative Forces programming and the larger field of community-based arts programming for military-connected populations. The [online presentation of study findings](#) (2020) offered lessons learned when considering how to enhance community arts engagement programs and to help guide future federal investments to support military-connected populations through community-based arts engagement programs.

The report, [Arts Strategies for Addressing the Opioid Crisis: Examining the Evidence](#) (October 2020), reviews and analyzes 20 years of evidence about the arts' use in pain

management and in treatment of substance abuse disorders; it also highlights promising arts-based strategies in these practice areas.

The “[*Our Town*](#)” [*Theory of Change and Logic Model*](#) (April 2019) was developed through an iterative, collaborative process that involved analyzing existing data from Our Town grantees, including grant applications, grantee final reports, and existing case studies available on the agency’s Exploring Our Town website; interviewing national experts on topics related to creative placemaking program implementation and evaluation; and conducting a scan of place-based programs and tools. In 2019, the Our Town grant guidelines and reporting requirements were rewritten to reflect the program’s theory of change that situates the Our Town program as part of a national effort to increase the use of arts, design, and cultural strategies in community development across the nation.

[*The Arts in Neighborhood Choice*](#) report (February 2019) enumerated and described adults who value living near arts/cultural venues. It also reported data on householders who cited greater access to arts venues as a reason for having moved to their present location, and who affirmed neighborhood benefits from those venues. This report was based on analysis of the 2015 American Housing Survey—specifically an arts module that was co-authored by researchers at the National Endowment of the Arts and the U.S. Department of Housing and Urban Development.

Analysis: [*COVID-19’s Impact on Arts and Culture*](#) (January 2021) was a FEMA white paper that was initiated by the NEA’s Office of Research & Analysis, which also contributed statistics, analysis, and editorial content.

Goal 3

The NEA supports this goal—to build capacity and infrastructure within the arts sector through knowledge-sharing, tools, resources, and evidence-based practices—primarily through its research program. External research about the arts’ impacts on individuals and communities is supported by the NEA through its Research Grants in the Arts grant program, which offers grants for research examining the value and impact of the arts. The NEA’s Research Labs program, which launched in FY 2017, funds transdisciplinary research teams. Both programs use the social and behavioral sciences to engage with the [*NEA’s five-year Research Agenda*](#). Research studies in support of the NEA research agenda are also conducted by NEA staff and contractors. Completed research studies that have focused on the infrastructure supporting the arts and arts research include:

The report, [*Tech as Art: Supporting Artists Who Use Technology as a Creative Medium*](#) (June 2021), was the result of a two-year research initiative exploring the multifaceted creative practices of artists who engage with digital technologies. The research examined the creative infrastructure supporting tech-focused artistic practices and provided insight into the existing challenges and opportunities faced by artists and organizations working at the intersection of arts and technology. Tech as Art was part of an Arts & Technology Field Scan conducted by the NEA in partnership with the Ford Foundation and the Knight Foundation. This report informed the development of strategic objective 3.3.

The report, [*The Art of Reopening: A Guide to Current Practices Among Arts Organizations During COVID-19*](#) (January 2021), presented the results of a mixed methods study about reopening practices of arts organizations that resumed in-person programming in 2020, during the pandemic. The report presents promising tactics and insights through nine case studies.

As in previous years, the NEA partnered with the U.S. Department of Commerce's Bureau of Economic Analysis (BEA) [*Arts and Cultural Production Satellite Account \(ACPSA\)*](#). The ACPSA measures the total economic output for arts and cultural industries and goods and services, as well as total employment and compensation numbers for workers in those industries. It also tallies consumer spending on arts and culture and import/export activity. The time series format of ACPSA data makes it possible for researchers, policy-makers, and industry groups to monitor short- and long-term trends in arts and cultural production. The BEA routinely publishes articles based on these estimates, while the NEA publishes [*arts data profiles*](#) that feature ACPSA research briefs, interactive graphics, and data tables. Also, on an annual basis, the NEA and BEA estimate and report state-level figures from the ACPSA. These data are presented in fact-sheets (one for each state), data tables, research briefs, and maps. The related [*Creative Economy State Profiles*](#) – a set of online dashboards that the NEA has created in partnership with the National Assembly of State Arts Agencies (NASAA) – explores state-level ACPSA data through figures, including: value added to state economies through arts and cultural production, as well as employment and compensation figures for the creative workforce.

The [*Arts and Research Partnerships in Practice*](#) report (October 2020) summarized proceedings from a June 2019 gathering of 12 NEA Research Labs at the NEA. It identified challenges and opportunities for collaborative, transdisciplinary research projects in the arts and informed the revision of NEA Research Labs funding guidelines.

The report, [*Living Traditions: A Portfolio Analysis of the National Endowment for the Arts' Folk & Traditional Arts Program*](#) (October 2019), analyzed the agency's Folk Arts program portfolio to explore the program's geographic reach, its capacity to address historically underserved populations, and the activities and achievements of its grantees and partners. This report directly informed the development of the National Folklife Network, a new national initiative of the NEA.

The report, [*Artists and Other Cultural Workers: A Statistical Portrait*](#) (April 2019), presented analyses of six federal datasets—but predominantly the American Community Survey and the Current Population Survey—to capture a statistical profile of 11 artist occupations and several types of cultural workers who are non-artists.

The [*Rural Arts, Design, and Innovation in America*](#) (November 2017) report stemmed from a research collaboration with the Economic Research Service at the U.S. Department of Agriculture. Analyses of data from the Rural Establishment Innovation Survey helped to quantify relationships among arts organizations, design-integrated

firms, and business innovators in rural settings and inform agency outreach to rural communities.

Goal 4

The NEA rigorously reviews its management functions. The NEA Office of Inspector General (OIG) performs audits, evaluations and reviews of operations and activities of NEA programs and recipients of NEA grants, cooperative agreements, and contracts. The OIG conducts independent and objective assessments and reports on internal controls, financial management, information technology, and other systems that affect NEA programs and recipients. Audit work is conducted according to criteria and methods outlined by the Government Accountability Office's Government Auditing Standards. Reviews and evaluations are performed according to criteria and methods outlined by the Council of Inspectors General on Integrity and Efficiency's Quality Standards for Inspection and Evaluation. Reports are posted on the OIG's Reports webpage.

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

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

Data Validation and Verification

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

- **Means used to verify and validate measured values**: All performance data reported in the Annual Performance Report are subject to internal data verification and validation by the agency's Office of Research & Analysis (ORA). A key component of data validation is agency staff consultation. Agency staff are consulted during indicator development to assess whether data collected and measures are a true reflection of the performance being measured and have a clear relationship to the mission and strategic objectives of the agency. Data verification procedures are in place to assess data accuracy, completeness, consistency, and availability. The NEA creates an internal guidance document for

performance measure reporting, including a detailed matrix of the agency's indicators, data sources, analytical methods (including formulas), and verification procedures specific to individual indicators. Prior to indicator analysis and reporting, ORA staff review datasets for completeness; missing data are identified and reported in the Annual Performance Report. Methods for handling anomalous data are established and used. In some cases, data are re-checked against source information (e.g., grantee final reports). Confirmatory analyses are undertaken to confirm findings.

- **Sources for the data:** Data sources for performance reporting include both external data collections and internal administrative data. These data are tracked and maintained in separate systems, including spreadsheets. Following review by the providing office, data are collected, reviewed, integrated, and maintained by ORA and reported in the agency's Annual Performance Report that is available on the agency's website on its Open Government page. The NEA Data Governance Board (DGB), including representatives across the agency, meets quarterly to review and coordinate data management for the NEA.

The following data sources are used most frequently for reporting on NEA indicators are listed below. Limitations to the accuracy of data from these sources are also described.

- FDR – Final Descriptive Report. At the completion of each award, each awardee submits a Final Descriptive Report to the agency, which includes data pertaining to many of the agency's strategic objectives. FDR data are reported as submitted by grantees and are not independently verified. For performance reporting, data from the most recently completed fiscal year are used; the most recent data available from grantees' FDRs are from two years earlier, since final reports are not received until after an award's period of performance has concluded. At this time, FDRs are submitted through REACH/eGMS in two different formats: a fillable PDF form and an eGMS form (see below).
- eGMS – Electronic Grants Management System. This is the agency's internal grants management system, which acts as the system of record for the agency's entire grantmaking portfolio. eGMS includes grant application data submitted by applicants and FDR data submitted by grantees (described above); not all application and report data are independently verified.
- SPPA – Survey of Public Participation in the Arts. The SPPA is a comprehensive and detailed representative survey conducted by the U.S. Census Bureau every five years (as part of that agency's household surveys) and provides insight into the nature and extent of Americans' participation in the arts. The most recent survey took place in 2017; data from the 2017 administration is available online at the National Archive of Data on Arts & Culture.
- ABS – Arts Basic Survey. The ABS is also conducted by the Census Bureau as a supplement to their Current Population Survey and features selected summary questions drawn from the SPPA. Although less detailed than the larger survey, the

ABS provides estimates of U.S. participation in the arts during years in which the SPPA is not administered.

4.

- **Level of accuracy required for the intended use of the data:** Performance data reported in the Annual Performance Report are used for management purposes, as a representative indicator of progress in relation to an established target or goal. The accuracy of the data is that which is considered necessary to provide a reasonable representation of the progress made relative to a target or goal for discussion purposes, enabling the NEA senior management to determine if progress is adequate.
- **Limitations to the data at the required level of accuracy:** NEA performance data are subject to potential errors from: the use of estimations and extrapolations, especially where direct measurement is impractical and/or considered too costly; incomplete data; and/or failure to effectively employ the guidance described in the NEA's internal performance measure documentation. The most significant limitation related to grant report data is its self-reported nature. As noted above, grant data are reported as submitted by grantees and are not independently verified. In addition, since grantee report data must be extracted from PDF forms and converted into a dataset, data inaccuracies due to programming errors is possible.
- **How the agency has compensated for such limitations if needed to reach the required level of accuracy:** The measurement procedures for each performance measure used in the Annual Performance Report will be described in accompanying documentation. Submitted data are reviewed within the context of the scope and nature of the activity, plans, reports, and past experience to help confirm accuracy. Following review and verification by the submitting office, the data are reviewed within its corresponding trends and programmatic context by the ORA to determine if further review is necessary to adjust or correct the reported data before publication. Senior management and leadership consider this level of accuracy to be acceptable in their use of the data. Past experience in using the data, and historical trend and programmatic context assessments, indicate that the limitations are considered minor and compensating measures are not considered necessary.