



**Budget Request
For Fiscal Year 2022**

**Submitted to the Congress
May 2021**

**National Endowment for the Arts
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**NATIONAL
ENDOWMENT** for the **ARTS**

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National Endowment for the Arts Budget Proposal

The National Endowment for the Arts (Arts Endowment) requests \$201 million in FY 2022 as outlined below and in the table on page 33. This FY 2022 budget request supports the Arts Endowment’s FY 2018-FY 2022 Strategic Plan framework as provided on page 32.

FY 2022 Budget Proposal	
Programmatic Funds – Funding grant programs such as <i>Grants for Arts Project, Challenge America, and Our Town</i> , and national initiatives such as <i>Creative Forces: NEA Military Healing Arts Network, Poetry Out Loud, NEA Big Read, Citizen’s Institute on Rural Design, Shakespeare in American Communities, Mayors’ Institute on City Design, and the Musical Theater Songwriting Challenge</i>	98,310,000
Programmatic Funds – Funding State & Regional Partnership Agreements	65,540,000
Program Support Funds – Funding Research contracts, panel reviews, and public outreach efforts	2,000,000
Salaries & Expenses Funds – Funding Arts Endowment operations including staff salaries and benefits, rent, IT modernization efforts, travel, supplies, and equipment	35,150,000
TOTAL	201,000,000

We appreciate the Administration’s and Congress’s belief in the Arts Endowment 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 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.

Overview

Established by Congress in 1965, the National Endowment for the Arts is the independent federal agency whose funding and support give Americans the opportunity to participate in the arts, exercise their imaginations, and develop their creative capacities. The Arts Endowment is America’s chief funder and supporter of the arts, celebrating the arts as a national priority, critical to America’s future. Through partnerships with state arts agencies, regional arts organizations, local leaders, other federal agencies, and the philanthropic sector, the Arts Endowment supports arts learning, affirms and celebrates America’s rich and diverse cultural heritage, and promotes equal access to the arts in every community across America.

The arts provide a space for us to create and express. Through grants given to thousands of nonprofit organizations each year, the Arts Endowment 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 Arts Endowment supports a broad range of America’s artistic expression. More

than 80 percent of the appropriation will be distributed as grants and awards to organizations and individuals across the country.

Since its inception, the Arts Endowment 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 Arts Endowment grants during their formative years. The Arts Endowment 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 Arts Endowment also funds an impressive list of current grantees from every artistic discipline representing every state and U.S. jurisdiction. Arts Endowment 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 Arts Endowment's Mission

The Arts Endowment is the independent Federal agency that works to provide people across America the opportunity to participate in and experience the arts. The Arts Endowment 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. Arts Endowment 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

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

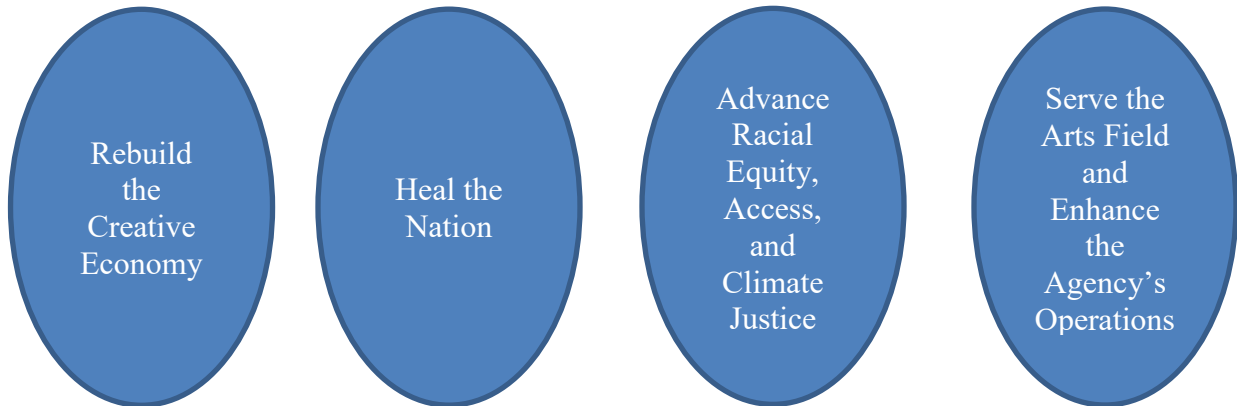
The Arts Endowment mission is based on an abiding conviction that the arts play an integral role in our national life and public discourse. The first half of the statement refers to the Arts Endowment's deep-rooted investment in the artistic and creative assets throughout the country. The agency is committed 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 Arts Endowment activities.

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.

The Arts Endowment 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 Arts Endowment. 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 Arts Endowment is in 773 more counties than private foundations. That is 25 percent of America where the Arts Endowment provides funding and the top 1,000 private foundations do not.

Priorities and Budget Highlights

Consistent with President Biden and Vice President Harris’ priorities and the agency’s Strategic Plan, the Arts Endowment will focus its efforts within the following four areas:



Rebuild the Creative Economy

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

After more than a year enduring the pandemic, the arts and cultural industries remain among the hardest hit by the economic crises inflicted by COVID-19. New data released by the Arts Endowment and the 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 from the Arts and Cultural Production Satellite Account (ACPSA) show the sector as thriving just before the pandemic struck. The Arts Endowment 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.

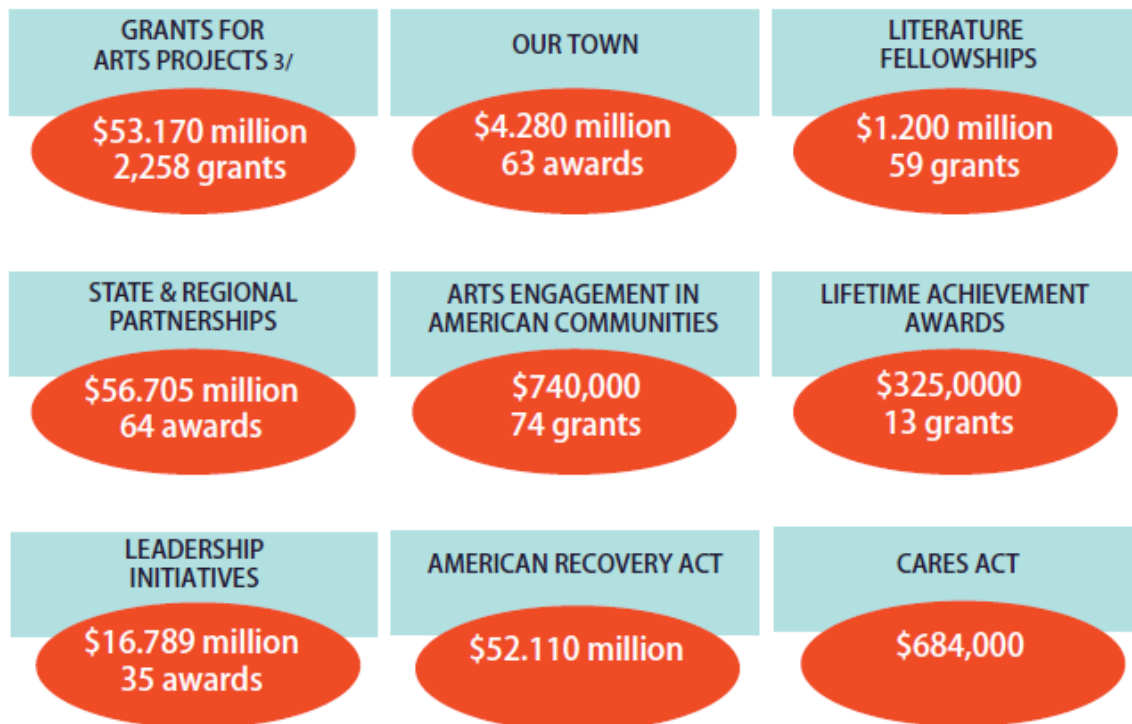
On a state level, the arts and cultural sector added \$72.8 billion to the economies of rural states—i.e., states in which 30 percent or more of the population live in rural areas, equaling 18 states.

Grantmaking and Reaching Rural and Underserved Areas

In FY 2021, the Arts Endowment anticipates making 2,566 programmatic awards, including 2,540 grants, 20 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
2,566 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 May 2021

The Arts Endowment 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 Arts Endowment'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 the creation of art that meets the highest standards of excellence, public engagement with diverse and excellent art, lifelong learning in the arts, and the strengthening of communities through the arts.
- *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.
- *National Endowment for the Arts 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*, *The 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 Arts Endowment role is to make sure all Americans have access to the arts no matter where they live. Among the proudest accomplishments of the Arts Endowment is the growth of arts activity in areas of the nation that were previously underserved or not served at all, especially in rural and inner-city communities. Often Arts Endowment 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 Arts Endowment 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 Arts Endowment's reach include:

- Annually recommending a grant award in all 50 states and every Congressional district.
- The majority of Arts Endowment 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.
- 42% of Arts Endowment-supported activities take place in high-poverty neighborhoods.
- 35% of Arts Endowment grants go to organizations that reach underserved populations such as veterans, people with disabilities, and people in institutions.
- More than half of Arts Endowment-funded art events take place in locations where the median household income is less than \$50,000.

Arts Endowment-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 **University City, Missouri, Art of the Rural** received a \$20,000 award to support the Kentucky Rural-Urban Exchange, a virtual program to develop Kentucky's creative leadership. 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 **Santa Fe, New Mexico, Santa Fe Film Institute** received a \$20,000 award to support the Santa Fe Independent Film Festival, the Indigenous Film Program, and associated public programming. Presented online and in-person, the festival will present American and international films accompanied by post-screening panel discussions, master classes, and question-and-answer sessions with industry professionals, alongside a program of virtual reality works. In partnership with the Institute of American Indian Arts and the Santa Fe Indian School, the festival will offer the Indigenous Film Program, highlighting voices often marginalized in the film industry and covering Native topics.

- In **Houston, Texas, Da Camera Society of Texas** received a \$25,000 award to support artist fees for presentations of chamber music and jazz. Plans include the presentation of *Unearthed* by jazz drummer Kendrick Scott, which commemorates the recently discovered unmarked graves of 95 African-American inmates in the nearby city of Sugar Land. Texas Southern University, a historically Black university, will coordinate community dialogue activities. Other plans include concerts by chamber ensembles Quartetto di Cremona and Brentano String Quartet, clarinetist David Krakauer, soprano Dawn Upshaw, and trumpeter and composer Amir ElSaffar.

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

Support for States for Projects that Benefit Local Communities

The Arts Endowment extends its influence through SAAs and RAOs, ensuring that programs reach even the smallest communities in remote rural areas. By Congressional statute, 40 percent of the Arts Endowment’s grantmaking funds are allocated to the 50 states, six special jurisdictions, and six RAOs. In addition, the Arts Endowment provides funding for the SAAs and RAOs above the 40% 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 Arts Endowment 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 Arts Endowment’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 Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment awarded \$29.7 million directly to SAAs and RAOs to distribute through their funding programs. The Arts Endowment anticipates that together those entities will make between 4,200 and 5,600 awards.

Recognizing the urgency of the funding, the Arts Endowment 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 Arts Endowment 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 Arts Endowment to support organizations and jobs in the arts sector that have been impacted by the pandemic. The \$135 million allocated for the Arts Endowment 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.

The Arts Endowment is moving quickly to develop guidelines and application materials for the competitive funding process. The goal is to craft a process which factors in important issues such as equity and access and benefits as many nonprofit arts organizations as possible. We will encourage 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 Arts Endowment for the first time.

Additionally, per the Arts Endowment’s legislation, 40 percent of the \$135 million is directed to SAAs and RAOs to be distributed through their funding programs. These funds and the 60 percent awarded directly by the Arts Endowment will not require cost share/matching funds from grantees.

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.

Based on an analysis of historical Arts Endowment grants data, the Arts Endowment's Office of Research and Analysis estimates that the \$135 million from the American Rescue Plan will result in:

- Support for approximately 234,000 jobs.
- Reaching an estimated 107 million people across 1,000 distinct communities—23 percent of which are likely to be rural or non-metropolitan—through the organizations that are awarded grants.

Similar to the CARES Act, the Arts Endowment is following 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.

On April 29, 2021, the Arts Endowment announced more than \$52 million in funding for state and jurisdictional arts agencies and regional arts organizations to distribute through their funding programs. Likewise, we are planning to have \$78 million in direct grants awards recommended by the National Council on the Arts and approved by the Chairman by the end of 2021.

Heal the Nation

Research on the Art of Reopening During COVID-19

In January 2021, the Arts Endowment 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 Arts Endowment'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 Arts Endowment 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 and the Healing Power of the Arts

[Creative Forces: NEA Military Healing Arts Network](#) is an initiative of the Arts Endowment 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.

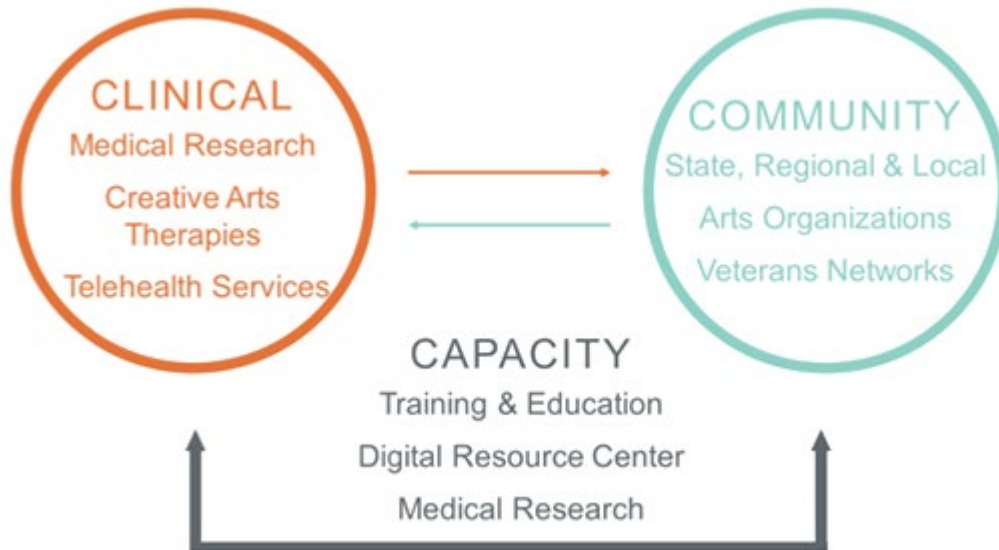
The program places creative arts therapies at the core of patient-centered care at clinical sites throughout the country, including telehealth services, and increases access to community arts activities to promote health, wellness, and quality of life for military service members, veterans, and their 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 Arts Endowment 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.

Creative Forces Clinical Sites	
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 2021 the Arts Endowment will launch 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 will be open to any eligible organization from across the country. Up to 40 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.

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 Arts Endowment 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 Arts Endowment has awarded 161 fellowships to great figures in jazz, including Ella Fitzgerald, Sonny Rollins, Dianne Reeves, Miles Davis, Chick Corea, and George Wein. The Arts Endowment'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 Arts Endowment 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 Arts Endowment'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 2020 class, the Arts Endowment has awarded 449 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 Arts Endowment 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
<p>Poetry Out Loud A national arts education program that encourages high school students to learn about great poetry through memorization and performance. This program helps students master public speaking skills, build self-confidence, and learn about literary history and contemporary life.</p>	<ul style="list-style-type: none">• Poetry Foundation• State Arts Agencies• Mid Atlantic Arts Foundation	<p>Annually serves more than 300,000 students from every state, the District of Columbia, Puerto Rico, 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.</p>

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 1,600 programs, providing more than \$22 million in grants to organizations nationwide. In turn, these organizations have leveraged nearly \$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 91,000 volunteers have participated at the local level, and over 39,000 community organizations have partnered to make <i>NEA Big Read</i> activities possible.</p>
<p><u>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. 127 theater companies across the United States have taken part. 13,100 performances and more than 51,000 related educational activities have occurred at more than 11,000 schools and juvenile justice facilities in 4,500 communities in all 50 states, the District of Columbia, and the U.S. Virgin Islands.</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 200 applications were submitted by high school students in 41 states, the District of Columbia, and Puerto Rico during the 2020 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>

The Arts and Culture in Disaster Recovery

The Arts Endowment 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 Arts Endowment 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, Arts Endowment staff have been deployed multiple times to the U.S. Virgin Islands and Puerto Rico to provide assistance in the wake of Hurricanes Irma and Maria.

Supporting Arts Learning

The Arts Endowment'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% of funded arts education projects grants directly engage underserved populations.

- The Arts Endowment'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.
- The Arts Endowment'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.
- The Arts Endowment 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

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

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 addition, the Arts Endowment 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 Arts Endowment 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 Arts Endowment, 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 Arts Endowment 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 into the Value and Impact of the Arts

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

- In October 2020, the Arts Endowment released [*Arts Strategies for Addressing the Opioid Crisis: Examining the Evidence*](#). In its first-ever report addressing the nation's opioid crisis, the Arts Endowment finds that incorporating music into treatments for opioid use disorder can contribute 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 Arts Endowment released [*Envisioning the Future of Theater for Young Audience*](#) 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 Arts Endowment, 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 Arts Endowment's [Sound Health Network](#) (SHN) is a partnership of the Arts Endowment 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. With the addition of the five new research labs funded in FY 2020, there are now 16 across the country.

The Arts Endowment spearheads partnerships with other federal agencies to investigate areas of common interest. Since 2011, the Arts Endowment has convened the [Arts and Human Development Task Force](#), a coalition of representatives from 20 federal entities, to encourage more and better research on how the arts can help people reach their full potential at all stages of life.

Creative Placemaking Transforming Communities

The Arts Endowment'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. Arts Endowment 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 Arts Endowment. 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. For example, in **Des Moines, Iowa, Polk County Iowa** received a \$125,000 FY 2020 matching *Our Town* award to support Shoreline Signals, a series of public art installations along the Central Iowa Water Trails System at the confluence of the Raccoon and Des Moines Rivers. The initiative will engage residents of Des Moines in flood resiliency as well as water safety and access issues.

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.

Advancing Racial Equity, Access & Climate Justice

Funding Programs for Advancing Racial Equity

In 2022, the Arts Endowment will continue to pursue a comprehensive approach to advancing racial equity, civil rights, racial justice, and equal opportunity by extended outreach to underserved communities and continuing to promote engagement with underserved communities, including those in rural America, in our grant programs and special initiatives. Building on the work the agency has done in this area as well as the work the agency is starting with its American Rescue Plan grantmaking program design, the Arts Endowment aims to expand existing programs and develop new programs dedicated to equity in the arts. At a minimum, \$15M of the requested increase in the budget from FY 2021 to FY 2022 will be used for the following:

- Expanding 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 Arts Endowment updates its funding guidelines for its grant programs, the Arts Endowment will look for additional opportunities to affirm and embed equity.
- Creating distinctive grant programs 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.

Additionally, the Arts Endowment's Agency Equity & Access Working Group is focused on the following:

- Working with diversity, equity, and inclusion (DEI) consultant(s) to design and implement a robust stakeholder engagement process, building off of learnings from existing agency efforts, including American Rescue Plan implementation strategy, Nation-to-Nation consultation, Historically Black Colleges and Universities (HBCU) and Hispanic Serving Institutions (HSI) outreach, and engagement in Puerto Rico and other U.S. territories. It is anticipated that the stakeholder engagement strategy will include structured, facilitated conversations across the country with populations whose access to Arts Endowment funding, programming and resources has been limited by ethnicity, geography, economics and disability. To maximize community participation, the Arts Endowment will rely on partnerships with trusted leaders, service organizations, and state, regional, and local arts agencies who can utilize existing relationships to mobilize and provide a bridge to the communities that the agency wants to listen to and engage.
- Ensuring communities are aware of the funding opportunities the Arts Endowment offers and providing a robust technical assistance strategy so that they have the

necessary support to apply. Technical assistance may include ongoing and frequent Zoom workshops, tutorial videos, and live help desk assistance, etc. The Arts Endowment is considering providing application workshops, funding opportunity guidelines, and other application materials in multiple languages.

Support for Historically Black Colleges and Universities

The Arts Endowment 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 Arts Endowment 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 **Atlanta, Georgia, National Black Arts Festival** received a \$20,000 matching 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 matching 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 **Accokeek, Maryland, Coalition for African Americans in the Performing Arts** received a \$25,000 matching 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.
- In **Frankfort, Kentucky, Josephine Sculpture Park** received a \$20,000 matching grant to support an artist residency program for visual artists and related public programming. Artists will engage local rural audiences and a partnership with Kentucky State University will enable students to engage with the residency program as interns and volunteers.
- In **Tuscaloosa, Alabama, Arts and Humanities Council of Tuscaloosa** received a \$100,000 matching 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.

The Arts Endowment 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 Arts Endowment 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 Arts Endowment 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.

Native Arts and Culture

Working with Native-led national service organizations and an interagency federal working group, the Arts Endowment has carried out strategic outreach to Native communities and artists since 2016. Outreach includes nation-to-nation work with tribal governments in Washington, DC, reservation communities, 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 Arts Endowment, 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 Arts Endowment, 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 Arts Endowment 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 Arts Endowment'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.

National Folklife Network

In FY 2021, the Arts Endowment will enter 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment 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.
- Building the infrastructure, research agenda, policies, and practices around the arts and aging to demonstrate 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 Arts Endowment 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 Arts Endowment'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 Arts Endowment 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 Arts Endowment'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 Arts Endowment 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.

Serve the Arts Field and Enhance the Agency's Operations

The Arts Endowment 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 Arts Endowment is able to conduct workshops, forums, and convenings to address important and emerging issues in the arts. For example, in February 2020, the Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment grant, including eligibility requirements and deadlines, and opportunities for future participation in agency initiatives.

Quality Grant Application Reviews Using 100% Virtual Panels

All grant applications to the Arts Endowment 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 Arts Endowment'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 Arts Endowment'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 Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment analyzes its achievements in these areas. Panels contribute significantly to the Chairman's funding decisions. For review of FY 2020 applications, nearly 650 citizen experts reviewed approximately 6,500 grant applications. Additionally, 215 citizen experts reviewed more than 3,100 CARES Act applications.

The Arts Endowment 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 Arts Endowment 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 Arts Endowment 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.

Effective Financial Management Emphasizing Automated Systems

The Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment has received clean opinions on the audit of the agency's annual financial statements.

Commitment to IT Modernization

The Arts Endowment 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 Arts Endowment 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.
- In regards to Continuous Diagnostics and Mitigation (CDM), the Arts Endowment is working with the Department of Homeland Security in support of the CDM effort.
- The Arts Endowment is currently in the process of migrating logical access for all systems to the cloud-based Identity as a Service (IDaaS) service by Okta. Once this project is complete logical access to all IT systems will be managed from one user database using two-factor authentication.

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

In an effort to operate more efficiently within our existing workforce, the Arts Endowment 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.

Attracting and Retaining Talented Professionals

The Arts Endowment was ranked fifth out of 28 small federal agencies in the Best Places to Work in the Federal Government rankings for FY 2019, as calculated by the Partnership for Public Service and Boston Consulting Group. The Arts Endowment's 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 Arts Endowment'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 2018-2022

The FY 2022 budget request is informed by the Arts Endowment's Strategic Plan FY 2018-2022, which provides the framework for all agency activity. The Strategic Plan may be summarized with the following goals:

Goals:

- Support art that meets the highest standards of excellence.
- Cultivate public engagement with, and access to, various forms of excellent art across the nation.
- Promote public knowledge and understanding about the contributions of the arts.
- Enable the NEA mission through organizational excellence.

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

NEA STRATEGIC FRAMEWORK: 2018-2022

MISSION STATEMENT

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

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.

GOAL 1

Support Art that Meets the Highest Standards of Excellence

OBJECTIVE 1.1 Honor and support artistic activities and traditions across the nation.

OBJECTIVE 1.2 Expand the portfolio of American art.

OBJECTIVE 1.3 Strengthen the cultural infrastructure of the nation.

GOAL 2

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

OBJECTIVE 2.1 Provide opportunities for the American people to engage with the arts.

OBJECTIVE 2.2 Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.

OBJECTIVE 2.3 Provide opportunities for the arts to be integrated into the fabric of community life.

OBJECTIVE 2.4 Support access to creative arts therapies and evidence-based programs in the arts and health.

GOAL 3

Promote Public Knowledge and Understanding about the Contributions of the Arts

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.

OBJECTIVE 3.2 Expand and promote evidence of the value and impact of the arts for the benefit of the American people.

OBJECTIVE 3.3 Provide opportunities for the international exchange of artists, artworks, and arts activities.

GOAL 4

Enable the NEA Mission through Organizational Excellence

OBJECTIVE 4.1 Be an effective and vigilant steward of public funds.

OBJECTIVE 4.2 Be transparent and accountable to the public.

OBJECTIVE 4.3 Attract and maintain a diverse, creative, knowledgeable, productive, and motivated workforce.

OBJECTIVE 4.4 Recruit and engage citizens as panelists who will make recommendations for NEA awards that meet the highest standards of excellence.

CROSS-CUTTING OBJECTIVE

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

EXPLANATORY NOTE: The NEA Strategic Plan applies to all agency activities, foremost among them being grantmaking, but also activities such as leadership initiatives, convenings, strategic partnerships (with federal agencies, state arts agencies, regional arts organizations, and other public and private organizations), and the agency's internal operations.

Budget Table
Fiscal Year 2022 Request – Appropriations Committee Format
(\$ in thousands)

	FY 2020	FY 2021	FY 2022
	Appropriation	Appropriation	Request
Direct Endowment Grants			
Project Support	70,160	72,710	87,710
Challenge America	<u>7,600</u>	<u>7,600</u>	<u>10,600</u>
Subtotal	77,760	80,310	98,310
State & Regional Partnerships			
Basic Plan Support	40,798	42,153	51,580
Underserved	<u>11,042</u>	<u>11,387</u>	<u>13,960</u>
Subtotal	51,840	53,540	65,540
TOTAL PROGRAM	129,600	133,850	163,850
PROGRAM SUPPORT	1,950	1,950	2,000
TOTAL PROGRAM & PROGRAM SUPPORT	131,550	135,800	165,850
SALARIES & EXPENSES	<u>30,700</u>	<u>31,700</u>	<u>35,150</u>
TOTAL a/b/	162,250 c/	167,500 d/	201,000

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 \$75M provided by the CARES Act.

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

Support Art that Meets the Highest Standards of Excellence

Introduction

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 Arts Endowment 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.

Funding

We anticipate that in FY 2022 the amount of funds and awards under this goal will be within the following ranges:

Funding range:	\$20.9-\$23.3 million in program funds
Award range:	875-975 grants to be awarded

Objectives, Strategies, and Project Examples

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: NEA Jazz Masters and NEA 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 Arts Endowment promotes civic dialogue around vital and constantly reinvigorated artistic practices, shaped by values and standards of excellence that are passed from generation to generation.

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

- Offering grant funding to support archival, documentation, and preservation projects, along with mentorships and apprenticeships across a spectrum of artistic disciplines and geographic locations.

National Endowment for the Arts – Appropriations Request for FY 2022

- Offering NEA Jazz Masters and National Heritage Fellowship awards, through an annual public nomination process, to recognize exemplary artists in jazz and the folk & traditional arts, respectively.
- Partnering with other federal agencies, nonprofit and for-profit organizations, and SAAs/RAOs.

The following provides more information on the Arts Endowment's recognition of outstanding achievement in the arts through lifetime honors such as the *NEA Jazz Masters* and the *NEA National Heritage Fellowships*.

NEA Jazz Masters

The Arts Endowment celebrates jazz as America's truly indigenous musical art form through its [*NEA Jazz Masters*](#) initiative. Every year since 1982, the Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment has awarded 449 *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 Arts Endowment's website, along with audio and video samples of their work. On March 4, 2021, the Arts Endowment honored the 2020 *NEA National Heritage Fellows* with the pre-recorded video [*The Culture of America: A Cross-Country Visit with the National Endowment for the Arts National Heritage Fellows*](#). Storyteller Queen Nur hosted a virtual trip across the country, taking viewers into the homes and communities where the Fellows live and create.

Strategic Objective 1.2: Expand the Portfolio of American Art

American art affirms the creativity 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 and literary translators of distinction.

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

- Offering grant funding to support creative activities (e.g., commissioning new works) across a spectrum of artistic disciplines and geographic locations.
- Offering individual fellowships that support creative writers and literary translators.

- Partnering with other federal agencies, nonprofit and for-profit organizations, and the SAAs/RAOs to meet this objective.

The following provides more information on the Arts Endowment’s NEA Literature Fellowships programs.

NEA Literature Fellowships

The Arts Endowment 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%). 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.

NEA Literature Fellowships also are awarded for translation projects. As one of the Nation’s most significant supporters of literary translation, the Arts Endowment 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.

Strategic Objective 1.3: Strengthen the Cultural Infrastructure of the Nation

The Arts Endowment’s founding legislation, as amended, 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 grantmaking and State/Regional Partnership Agreements, and also through research, publications, and convenings.

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

- Offering grant funding to support professional development opportunities, artist residencies and other support systems, mentorships and apprenticeships, and other services to the field, across a spectrum of artistic disciplines and geographic locations.
- Partnering with other federal agencies, nonprofit and for-profit organizations, associations, and the SAAs/RAOs.
- Monitoring and reporting on the state of U.S. arts and cultural infrastructure in terms of occupations, industries, and citizen engagement with artistic and creative activities.

National Endowment for the Arts – Appropriations Request for FY 2022

- Through publications and convenings, leading national discussions of key issues affecting the future of the U.S. arts and cultural infrastructure.

Here are some recent examples of grants awarded supporting this objective:

In **Chicago, Illinois, 3Arts, Inc.** received a \$14,000 FY 2021 matching grant to support residencies and related activities for artists with disabilities. Through a partnership with the University of Illinois at Chicago, multi-month residencies will provide resources for artists with disabilities to create new work, as well as opportunities to teach, lead workshops, mentor graduate students, collaborate with faculty, and/or present public lectures or performances. While the project's primary focus will be to assist artists with disabilities, the residencies also will focus on raising awareness regarding equity, accessibility, and inclusion.

In **Clearmont, Wyoming, Ucross Foundation** received an \$11,000 FY 2021 matching grant to support residencies for writers and visual artists with an emphasis on Latinx artists. Participating artists will receive stipends, living accommodations, and studio space on Ucross's 20,000-acre ranch in the High Plains of northern Wyoming. They will have the opportunity to share their work and participate in public programs, such as workshops, panel discussions, open studio events, and readings.

Cultivate Public Engagement With, and Access To, Various Forms of Excellent Art Across the Nation

Introduction

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.

Funding

We anticipate that in FY 2022, the amount of funds and awards under this goal will be within the following ranges:

Funding range:	\$65.5-\$68.4 million in program funds
Award range:	2,000-2,100 grants to be awarded

Objectives, Strategies, and Project Examples

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 grantmaking 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.

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

- Offering grant funding to support public engagement with the arts across a spectrum of artistic disciplines and geographic locations.
- Partnering with other federal agencies, nonprofit and for-profit organizations, and the SAAs/RAOs to support this objective. Notable examples of initiatives resulting from such partnerships are *Poetry Out Loud*, *NEA Big Read*, *Shakespeare in American Communities*, and *Blue Star Museums*.

Here are some recent examples of grants awarded supporting this objective:

In **St. Paul, Minnesota, Minnesota Museum of American Art** received a \$30,000 FY 2021 matching grant to support administrative and exhibition costs for an exhibition dedicated to the Latinx art collective Grupo Soap del Corazón. Presenting the first retrospective of Grupo Soap del Corazón, the collective advances the work of local, national, and international Latinx artists with the intention of inspiring through the doorways of art. The exhibition will consider themes of political, economic, and racial justice, and the Latinx experience in the region.

In **Boise, Idaho, Idaho Shakespeare Festival, Inc.** received a \$10,000 FY 2020 matching grant to support actor fees for Idaho Theater for Youth, a part of the Idaho Shakespeare Festival's Access Program. The Access Program creates opportunities for people to participate in the theater who otherwise would not be able to do so. The initiative includes Idaho Theater for Youth, which brings fully-staged performances into more than 100 schools across the state each year.

In **Willoughby, Ohio, Fine Arts Association** received a \$10,000 FY 2021 matching 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 **Stowe, Vermont, Stowe Story Labs, Inc.**, received a \$20,000 FY 2021 matching grant to support the Stowe Sidewalk Film Festival and associated public programming. In

partnership with Alabama's Sidewalk Film Festival, Stowe Story Labs will bring short and feature-length narrative films with a focus on contemporary stories by Southern filmmakers to rural New England, creating a cross-cultural dialogue. Film screenings will be supplemented by public question-and-answer sessions with filmmakers, and artists will have the opportunity to participate in professional development workshops, master classes, and networking events with industry professionals.

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

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 Arts Endowment, 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.

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.

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 builds public capacity for lifelong participation in the arts. For audiences, the result is a richer and more complex and meaningful arts experience. For artists and teachers, the Arts Endowment facilitates the transfer of critical knowledge and skills that enables 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 such educational experiences to all students, including female students, minority students, English learners, children with disabilities, and low-income students, who often go underrepresented in critical and enriching subjects. These well-rounded experiences include increasing student access to the arts and improving student engagement and achievement in arts activities and programs.

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

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

- Offering grant funding to support acquisition of knowledge and skills in the arts at all stages of life, across a spectrum of artistic disciplines and geographic locations.
- Partnering with other federal agencies, nonprofit and for-profit organizations, and the SAAs/RAOs, to meet this objective. Notable examples of initiatives resulting from such partnerships are *Poetry Out Loud*, *Shakespeare in American Communities*, the Arts Education Partnership (discussed on page 19), and State Education Agency Directors of Arts Education.

Here are some recent examples of grants awarded supporting this objective:

In **Rockport, Maine, Cultural Resources, Inc.** received a \$20,000 FY 2021 matching grant to support the Wabanaki Traditional Arts Mentorship Program. In collaboration with the Maine Indian Basketmakers Alliance, accomplished Wabanaki artists will instruct youth in basket making techniques and cultural knowledge, including material selection for baskets and construction methods. The students also will receive training in presentation and marketing skills, critical for a successful career as a traditional basketmaker.

In **Salt Lake City, Utah, Salt Lake Music School Foundation** received a \$25,000 FY 2020 matching grant to support Project GRIT (Growth, Resilience, Instinct, Tenacity), a free, after-school music education program for students. In partnership with Title I schools, music instructors from the Gifted Music School will provide private lessons and group music instruction to students, creating a multi-year music education pathway for K-12 students. Activities may take place in person or virtually.

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 Arts Endowment, 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.

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 for their future, or solve a specific local problem. 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. Creative placemaking integrates arts, culture, and design activities into efforts that strengthen communities. Creative placemaking requires partnership across sectors, deeply engages the community, involves artists, designers and culture bearers, and helps to advance local economic, physical, and/or social change, ultimately laying the groundwork for systems change. 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 help to advance and sustain the increased utilization of art, culture, and design activities in community development through diverse, cross-sector partners.

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

- Offering grant funding to support the integration of the arts in community life across a spectrum of artistic disciplines and geographic locations.
- Partnering with other federal agencies, nonprofit and for-profit organizations, and the SAAs/RAOs to support this objective. Notable examples of initiatives resulting from such partnerships are *Our Town*, the *Citizens' Institute on Rural Design*, and the *Mayors' Institute on City Design*.

Here are some recent examples of grants awarded supporting this objective:

In Hindman, Kentucky, Appalachian Artisan Center of Kentucky, Inc., received a \$75,000 FY 2020 matching *Our Town* grant to support the Culture of Recovery, a program that integrates the arts into addiction recovery programs in Knott County, Kentucky. Programming includes visual arts and performance workshops as well as mentorships in blacksmithing, ceramics, and luthiery (the construction and repair of stringed instruments). Access to arts programming and skill-building is expected to enhance well-being and increase economic opportunities for participants.

In Pueblo, Colorado, Pueblo Performing Arts Guild, Inc., received a \$30,000 FY 2020 matching grant to support a youth-focused creative placemaking training program in Pueblo County, Colorado. Pueblo Arts Alliance will offer online training sessions related to topics such as civic engagement, city government, and project management will inform the development of youth-led monthly art and placemaking projects sited throughout a state-designated creative district.

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 Arts Endowment 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 750 designers.

Citizens' Institute on Rural Design (CIRD)

[CIRD](#) is a leadership initiative of the Arts Endowment 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.

Strategic Objective 2.4: Support Access to Creative Arts Therapies and Evidence-Based Programs in the 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 John F. Kennedy Center for the Performing Arts and the National Institutes of Health, in association with the Arts Endowment, 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*. *Creative Forces* was established to serve the unique and special needs of military patients and veterans who have been diagnosed with traumatic brain injury and psychological health conditions, and to serve the needs of their families and caregivers.

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

- Offering grant funding to support access to creative arts therapies and evidence-based programs in the arts and health for a spectrum of artistic disciplines, settings, and geographic locations.
- Partnering with other federal agencies, nonprofit and for-profit organizations, and the SAAs/RAOs to meet this objective. Notable examples of initiatives benefiting from such partnerships are *Creative Forces: NEA Military Healing Arts Network* (discussed on page 11), the Interagency Task Force on the Arts and Human Development, and *Sound Health*.

Here are some recent examples of grants awarded supporting this objective:

In Baltimore, Maryland, Magical Experiences Arts Company, Ltd., received a \$10,000 FY 2020 matching grant to support filmed performances of original plays for students with severe multiple physical and cognitive disabilities, and for adults with Alzheimer's disease. The plays will foster communication and self-expression skills in safe, nurturing environments through presentations at special education schools and adult care centers in Maryland and Texas.

In Glen Allen, Virginia, Cultural Arts Center at Glen Allen Foundation received a \$10,000 FY 2020 matching grant to support a visual arts program for individuals with Alzheimer's Disease and other forms of dementia. Based on Opening Minds through Art (OMA), an intergenerational arts program developed by the Scripps Gerontology Center at Miami University (Ohio), the program will include regular visual arts workshops for participants and promote individual expression and creativity in a social setting. In addition, OMA-certified instructors will provide training designed for program volunteers, family members, and caregivers, such as guided improvisational skills for communicating with the participants. At the conclusion of each program session, a public exhibit of participant artwork will be installed at the Center.

In Tacoma, Washington, Museum of Glass received a \$35,000 FY 2020 matching 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.

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

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 shows that 42 percent of Arts Endowment grants take place in high-poverty neighborhoods, and 35 percent of grants reach low-income audiences of underserved populations such as veterans, people with disabilities, and people in institutions. 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.

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

- Fund grants across a diverse spectrum of artistic disciplines and geographic areas.
- Continue geographic data collection and reporting capabilities to ensure that grants are being funded across the United States.
- Develop and support leadership initiatives and strategic partnerships that provide opportunities for the Arts Endowment to address special artistic or cultural needs— whether field- or geography-based.
- Maintain a fair and effective review process that provides reviewers with adequate information to determine which projects meet the highest standards of excellence, and instills public confidence in the agency’s decision-making process.
- Work efficiently and effectively with the SAAs and RAOs to explore mutual strategies that can help the agency fulfill this cross-cutting objective.

Promote Public Knowledge and Understanding about the Contributions of the Arts

Introduction

In addition to supporting arts activities throughout the country, the Arts Endowment fosters greater appreciation and understanding of the arts among the American people. 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.

Funding

We anticipate that in FY 2022, the amount of funds and awards under this goal will be within the following ranges:

- Funding range: \$74.5-\$75.0 million in program funds (includes funds for both direct Arts Endowment grants as well as state and regional partnerships)
- Award range: 125-135 grants to be awarded

Objectives, Strategies, and Project Examples

We have identified two objectives to achieve through this goal; however, unlike the first two goals, this one will not utilize a primary strategy of awarding grants. Rather, we will pursue primarily a variety of other direct strategies in support of the two objectives described below.

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

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 Arts Endowment 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.

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

- Using traditional media techniques, such as placing high-impact stories about Arts Endowment funded activities in newspapers and magazines nationwide, placing op-eds by the Chairman as appropriate, and monitoring press coverage of the Arts Endowment specifically and of the arts generally.
- Using social media channels, such as Facebook, Twitter, Instagram, and YouTube, to directly reach hundreds of thousands of people regarding important arts happenings and issues.
- Using the Arts Endowment website as the main portal for interaction between the agency and its constituents. The website includes the application process for Arts Endowment funding, and detailed descriptions of grants and projects the agency has funded. It is also the hub where agency-created content on the arts is located, including webcasts, podcasts, blog posts, magazine articles, and other publications.
- Using webcasts to make the National Council on the Arts meetings open to as much of the public as possible; to broadcast special convenings on the arts in various artistic disciplines; and to share special Arts Endowment events with the public.
- Using the [National Endowment for the Arts Blog](#) and [podcast](#) series to provide information on exemplary art projects and artists across the country, encourage arts participation, and engage the public in national conversations about the arts to demonstrate their importance to individuals and communities.
- Using the Arts Endowment’s quarterly magazine, [American Artscape](#), to present more detailed information on exemplary arts projects and artists across the country, showing how the arts impact communities large and small across the country.
- Producing monthly newsletters to constituents to update them on Arts Endowment activities, issues in the arts, new arts content on the Arts Endowment website and elsewhere on the internet, and upcoming events.

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- Making the Arts Endowment Chairman and discipline directors available in traditional and social media to discuss arts issues, positioning the Arts Endowment as a leader in the arts community.
- Working with the Chairman’s office on travel throughout the United States to inform the public about the Arts Endowment’s support for the arts in American communities.
- Producing publications on various arts-related subjects, including:
 - Arts Endowment activities,
 - Essays on specific artistic areas,
 - Reports from conferences and convenings, and
 - Research reports.

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 seeks 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.”

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

- Conducts, commissions, and curates high-quality, policy-oriented research on the value and impact of arts and culture. Based on a five-year research agenda and a guiding schematic, the Arts Endowment’s Office of Research and Analysis (ORA) designs and implements studies yielding original reports, research briefs and articles, and interactive data visualizations about the arts’ value and impact.
- Develops models, methods, and metrics that report the impact of the Arts Endowment’s performance and provide a resource for nonprofit arts organizations to better account for their own performance. ORA routinely monitors and updates the Arts Endowment’s performance measurement system. As an integral part of this work, the office assesses grants-related data for utility, quality, and integrity. In addition, ORA cultivates Arts Endowment’s staff awareness of the tools and services available through the office. Finally, ORA conducts or supports evaluations and analyses as requested by senior management or discipline directors, while ensuring that the methodologies and results from these projects are accessible to the public.
- Improves capacity of researchers outside the Arts Endowment to conduct rigorous, high-impact studies about the arts. ORA does this by continuing to use opportunities

within federal data collections to improve the quality and variety of useful data collected about the arts. ORA makes such collections publicly available through its National Archive of Data on Arts & Culture as well as through the Arts Endowment's Arts Data Profile pages. ORA also supports a research grants program—including funds for experimental and quasi-experimental studies of the arts—and a Research Labs program, fostering sustainable, trans-disciplinary partnerships between researchers and arts practitioners

Here are some examples of grant, leadership and partnership activities that support this objective:

In Boston, Massachusetts, Boston Chinatown Neighborhood Center, Inc., received a \$25,000 FY 2021 *Research Grants in the Arts* matching 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 Arts Endowment is establishing a national program that permits transdisciplinary research teams, grounded in the social and behavioral sciences, to engage with the Arts Endowment'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 Arts Endowment. 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](#)

Federal Interagency Task Force on the Arts and Human Development

Since 2011, the Arts Endowment has convened a [Federal Interagency Task Force on the Arts and Human Development](#) to encourage more and better research on how the arts can help people reach their full potential at all stages of life. Task force members represent multiple units across federal government, including the U.S. Department of Health and

Human Services, the National Institutes of Health, the National Science Foundation, and the U.S. Department of Education, among others.

To date, the Task Force has met quarterly to share ideas and information about research gaps and opportunities for understanding the arts' role in improving health and educational outcomes throughout the lifespan. The Task Force has conducted a series of public webinars on compelling research and practices. Additionally, the group has collaborated on reports, research announcements, and convenings about the arts and human development

Strategic Objective 3.3: Provide Opportunities for the International Exchange of Artists, Artworks, and Arts Activities

The Arts Endowment provides opportunities for U.S. artists and artworks to be showcased for international 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, SAAs and RAOs, 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.

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

- Partners with RAOs on programs such as *Performing Arts Discovery*, which showcases the work of U.S. performing artists for presenters based outside the United States.
- 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 providing grants for participating arts organizations.
- Partners with the Japan-United States Friendship Commission on the *U.S./Japan Creative Artists Program*, which supports three-month residencies in Japan for five U.S. artists in any arts discipline annually.
- Partners with U.S. regional arts organization Mid Atlantic Arts Foundation on two of its international programs: USArtists International (USAI) and Performing Arts Global Exchange (PAGE). USAI provides support for U.S. dance, music, and theater ensembles that have been invited to participate in international arts markets, while PAGE enables international artists to perform in U.S. communities that have little access to this work.

Additionally, two Arts Endowment offices work on specific international activities. The Arts Endowment Literary Arts Office manages the *NEA Literature Fellowships* program, which provides not only grants to literary writers but grants to translators for specific translation projects, enabling access to literature from other countries and cultures that the American people would not be able to experience otherwise.

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The Arts Endowment'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.

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.

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. By Congressional statute, the 50 State and six special jurisdiction SAAs—together with their six RAOs—receive 40% of the Arts Endowment'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.

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The FY 2022 request will enable our State and regional partners to receive \$65.540 million as follows:

Basic Plan Support	\$51.580 million
Underserved	\$13.960 million

In addition, the Arts Endowment 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 Arts Endowment's *Poetry Out Loud* initiative.

Arts Endowment 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 Indigneous 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.

Program Support

Introduction

The Program Support budget funds activities that directly relate to and enable the Arts Endowment 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 Arts Endowment requests \$2,000,000 in FY 2022 for Program Support (see table on page 61 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 Arts Endowment engages expert advisors to review applications, which enhances the credibility and fairness of the review system. \$376,000 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 Arts Endowment 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 Arts Endowment to participate at convenings, symposia, and meetings on various arts topics.

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- Research and Analysis. The Arts Endowment requests \$934,500 in Program Support funds for research and analysis. The Arts Endowment’s Office of Research and Analysis (ORA) produces unique data sets, 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 \$22,500 requested will support symposia, workshops, and panels that address accessibility issues.
- Other Services. \$275,000 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 Arts Endowment 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. \$205,000 is requested for the FY 2022 Grants.gov assessment.

Objectives, Strategies, and Achievements

The activities supported by this account contribute to the achievement of all of the Arts Endowment’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. For review

of FY 2022 applications, we anticipate utilizing up to 650 individuals to review approximately 6,500 grant applications.

The Arts Endowment 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 also increases the potential pool of panelists as work can be conducted remotely.

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, Arts Endowment'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 Arts Endowment, 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 Arts Endowment conducts workshops, forums, and convenings to address important and emerging issues in the arts. For example, the Arts Endowment'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 Arts Endowment, 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 [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 Arts Endowment'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 Arts Endowment research efforts, to presentations on topics of interest to both the agency and its constituents. Recent webinars include:
 - Grant guideline workshops, with presentations by Arts Endowment staff followed by question and answer sessions.
 - A March 11, 2021 the Arts Endowment hosted [The Art of Reopening Webinar](#) exploring best practices for reopening arts venues. The webinar is based in part on the Arts Endowment's report [The Art of Reopening: A Guide to Current Practices](#)

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[*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 Arts Endowment'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 Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 Arts Endowment 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 2020 Actual Obligations	FY 2021 Estimated Obligations	FY 2022 Request
Panels and Reviewers	312	352	376
Consultants	51	62	62
Printing and Reproduction	75	51	51
Travel a/	20	8	74
Research and Analysis b/	1,257	1,447	934
Accessibility	11	23	23
Other Services c/	264	510	275
Grants.gov Assessment	<u>198</u>	<u>205</u>	<u>205</u>
Total Program Support d/	2,188 e/	2,658 f/	2,000

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 Arts Endowment convenings.

b/ Includes \$860K for the Survey of Public Participation in the Arts (SPPA). This project, in conjunction with the Census Bureau, is funded every five years.

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

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

e/ Includes \$1,950K appropriated in FY 2020, \$1,720K of carryover funds to FY 2020, and \$21K of prior year deobligations brought forward to FY 2020.

f/ Includes \$1,950K appropriated in FY 2021, \$1,503K of carryover funds to FY 2021, and \$18K of prior year deobligations brought forward to FY 2021.

Salaries and Expenses

Introduction

The agency's management goal is to enable the Arts Endowment's mission through organizational excellence. Achieving this goal is a prerequisite for the Arts Endowment's success in serving its overall mission. The Arts Endowment must ensure that it is a high-performing and publicly accountable organization committed to implementing its strategic plan. To succeed in this, the Arts Endowment 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.

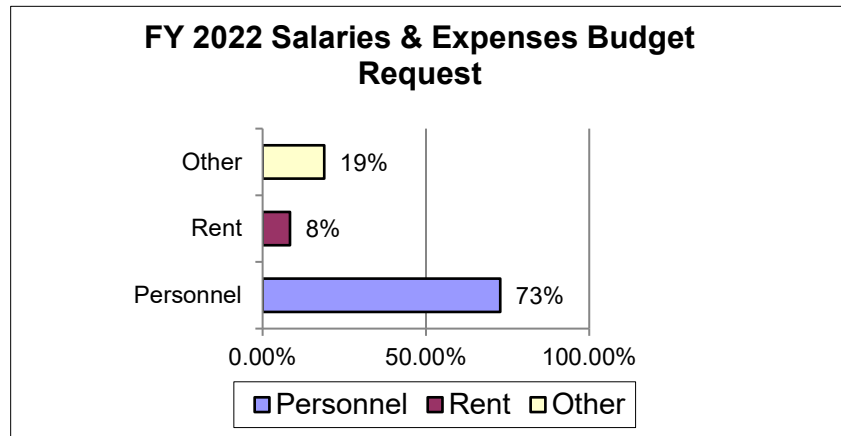
The Salaries and Expenses (S&E) budget provides operating funds essential to the achievement of the mission, goals, and objectives of the Arts Endowment and its Office of the Inspector General (OIG). Funds are needed for personnel compensation and benefits, staff and invitational travel, rent payments 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 Arts Endowment's FY 2022 request for S&E is \$35,150,000. The S&E budget components are (see table on page 70 for a breakdown of expenses):

Category	Amount
Personnel Compensation and Benefits	\$25,573,000
Staff and Invitational Travel	400,000
Rent	2,945,000
Contractual Services / Interagency Agreements	5,392,000
Other Operating Services ³	840,000
Total	\$35,150,000

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 73 percent of the agency’s S&E budget. The personnel compensation request of \$25.573 million will support approximately 151 FTE. This funding level also covers a 2.7 percent pay raise proposed by the President for FY 2022.

The Arts Endowment will also use funding provided in the American Rescue Plan to support approximately 5 FTE in FY 2022 for implementation of programming provided with these funds.

- 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 and Relocation. \$2.945 million is requested for rental of office space in the Constitution Center.

The Arts Endowment’s occupancy agreement with the General Services Administration for lease of space at the Constitution Center ends February 29, 2024. At GSA’s request, we are working with GSA to develop a lease prospectus to meet the agency’s needs to fulfill its mission. At this time, we do not know if the Arts Endowment will be moving from the Constitution Center in FY 2024, nor is it known what costs GSA will expect the Arts Endowment to incur directly regarding planning for a move or for the actual move itself. In the event funds are needed for this, the Arts Endowment will need to work with OMB and GSA to secure funding.

- 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 Arts Endowment is seeking \$5.392 million for these purposes.

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The Arts Endowment 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.
- Other Operating Services. \$840,000 is requested for other operating services including transportation of things; communications, utilities, and miscellaneous charges; printing; supplies; and equipment.

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: 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.

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

- Engage in rigorous review and oversight (including pre-award risk assessments and post-award audits and reviews) to ensure that grantees are compliant with regulations concerning the proper use of federal funds.
- Invest in efficient and effective systems to ensure that the agency's funds are spent wisely and accounted for accurately.
- Cooperate with the Arts Endowment's Office of the Inspector General in an annual independent financial statements audit.

Maintain Financial Integrity

Through a cross-servicing agreement, ESC provides the Arts Endowment with an Oracle-based fully-compliant financial system. The agency received an unqualified audit opinion on its FY 2020 financial statements. This is the agency's 18th consecutive year receiving a "clean" audit opinion.

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 so that any Arts Endowment staff member can see the big picture.

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

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. Chief among these is the Arts Endowment's grant application review process, at the heart of which are review panels comprised of citizen panels—both experts in the various arts fields and laypersons with knowledge in the relevant fields, whose names are made publicly available after each panel concludes. In addition, state and regional partnership agreement review panels are conducted in the open—accessible in real time via internet and/or teleconferencing.

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

- Make data about financial assistance awards, contracts, and research readily available to the public.
- Ensure the security of Arts Endowments information technology systems and the data they contain.

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- Provide equitable access to agency opportunities in as simplified and streamlined a manner as possible.
- Ensure the accessibility of the Arts Endowment’s website, printed materials, and multimedia resources.
- Maintain the Arts Endowments Online Grant Search tool for public use.
- Educate and inform the public about agency activities and, more broadly, the arts in America.

Expand Applicant/Grantee Outreach

There is great demand for funding from the Arts Endowment; 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 Arts Endowment 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 Arts Endowment ensures that organizations serving underserved areas have knowledge of available funding opportunities.

Expand the Use of Technology to Improve Productivity and Efficiency

- The Arts Endowment’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 Arts Endowment's [online grant search](#) system, launched in 2013, allows members of the public to search all of the Arts Endowment’s grants since 1998, including newly recommended awards, using a variety of attributes to customize their results.
- The Arts Endowment’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 Arts Endowment 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.

Strategic Objective 4.3: Attract and Maintain a Diverse, Creative, Knowledgeable, Productive, and Motivated Workforce

The Art 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.

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

- Design positions appropriate to the need.
- Recruit effectively and in compliance with government hiring principles.
- Provide tools, such as compensation, incentives, training, advancement opportunities, and appropriate resources to ensure that the workforce is equipped and motivated to provide consistently outstanding service to the American people.
- Foster a climate of personal and professional accountability, and open communication.
- Maintain policies and processes that ensure consistently excellent organizational performance, including maintaining a workplace free from discrimination and harassment.

The Arts Endowment 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 Arts Endowment 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 Arts Endowment also uses federally approved awards such as performance awards, special acts, time-off award as a means to reward and incentivize employees. The Arts Endowment’s FY 2022 budget request reflects an increase of no less than one percent in awards spending as a percent of non-SES salary spending from FY 2020. Estimate awards spending in FY 2021 and FY 2022 is provided in the table below.

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FY 2021 – FY 2022 Estimated Awards
(\$ in thousands)

Estimate of FY 2021 Salary Spending, excluding Senior Executive Service (SES), Political Appointees, and Expert Consultants	\$15,025
Amount allocated for awards spending in FY 2021	\$376
Estimate of FY 2021 Awards Spending as a Percent of FY 2021 non-SES Salary Spending	2.5%
Estimate of FY 2022 Salary Spending, excluding SES, Political Appointees, and Expert Consultants	\$15,759
Amount allocated for awards spending in FY 2022	\$394
Estimate of FY 2022 Award Spending as a Percent of FY 2022 non-SES Salary Spending	2.5%

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 are heard at panel meetings, thereby enhancing the value of Arts Endowment grantmaking for all Americans.

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

- Maintain an open process for interested individuals to self-nominate for panel participation.
- Actively and continually recruit new panelists—both experts and non-experts.
- Maintain a rigorous panel composition review and approval process to ensure that all panels embody a measure of demographic, geographic, and aesthetic diversity.

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 Arts Endowment’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 Arts Endowment’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 2020 Actual Obligations	FY 2021 Estimated Obligations	FY 2022 Request
11.0 Personnel Comp. ^{a/}	722	755	776
12.1 Personnel Benefits	170	185	185
21.0 Travel	3	0	23
24.0 Printing	0	0	0
25.0 Other Services ^{b/}	159	188	172
25.1 Training	5	10	15
26.0 Supplies	0	0	0
31.0 Equipment	<u>1</u>	<u>1</u>	<u>1</u>
Total	1,060 ^{c/}	1,139 ^{d/}	1,172

^{a/} Supports 5 FTE in FY 2020 through FY 2022.

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

^{c/} Includes \$1,033K appropriated in FY2020 and \$635K of carryover funds to FY 2020.

^{d/} 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 2020 Actual Obligations	FY 2021 Estimated Obligations	FY 2022 Request
11.X Personnel Compensation	17,299	18,069	18,918
12.X Civilian Personnel Benefits	<u>5,689</u>	<u>6,150</u>	<u>6,655</u>
Total Compensation & Benefits	22,988	24,219	25,573
21.0 Travel & Transportation of Persons	111	8	400
22.0 Transportation of Things	4	5	5
23.1 Rental Payments to GSA	3,136	2,931	2,945
23.3 Comm., Utilities & Misc. Charges	378	291	312
24.0 Printing and Reproduction	15	23	25
25.0 Other Services	4,752	5,466	5,392
26.0 Supplies and Materials	32	61	61
31.0 Equipment	<u>772</u>	<u>862</u>	<u>437</u>
Total Non-Pay	9,200	9,647	9,577
99.0 Total: Salaries and Expenses ^{a/b/}	32,188 ^{c/}	33,866 ^{d/}	35,150

^{a/} Excludes Interagency and Gift funds.

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

^{c/} Includes \$30,700K appropriated in FY2020, \$3,553K of carryover funds to FY 2020, and \$813K of prior year deobligations brought forward to FY2020.

^{d/} Includes \$31,700K appropriated in FY2021, \$2,878K of carryover funds to FY 2021, and \$124K of prior year deobligations brought forward to FY2021.



**Fiscal Year 2022
Annual Performance Plan**

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INTRODUCTION

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

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.

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

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

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

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

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.”

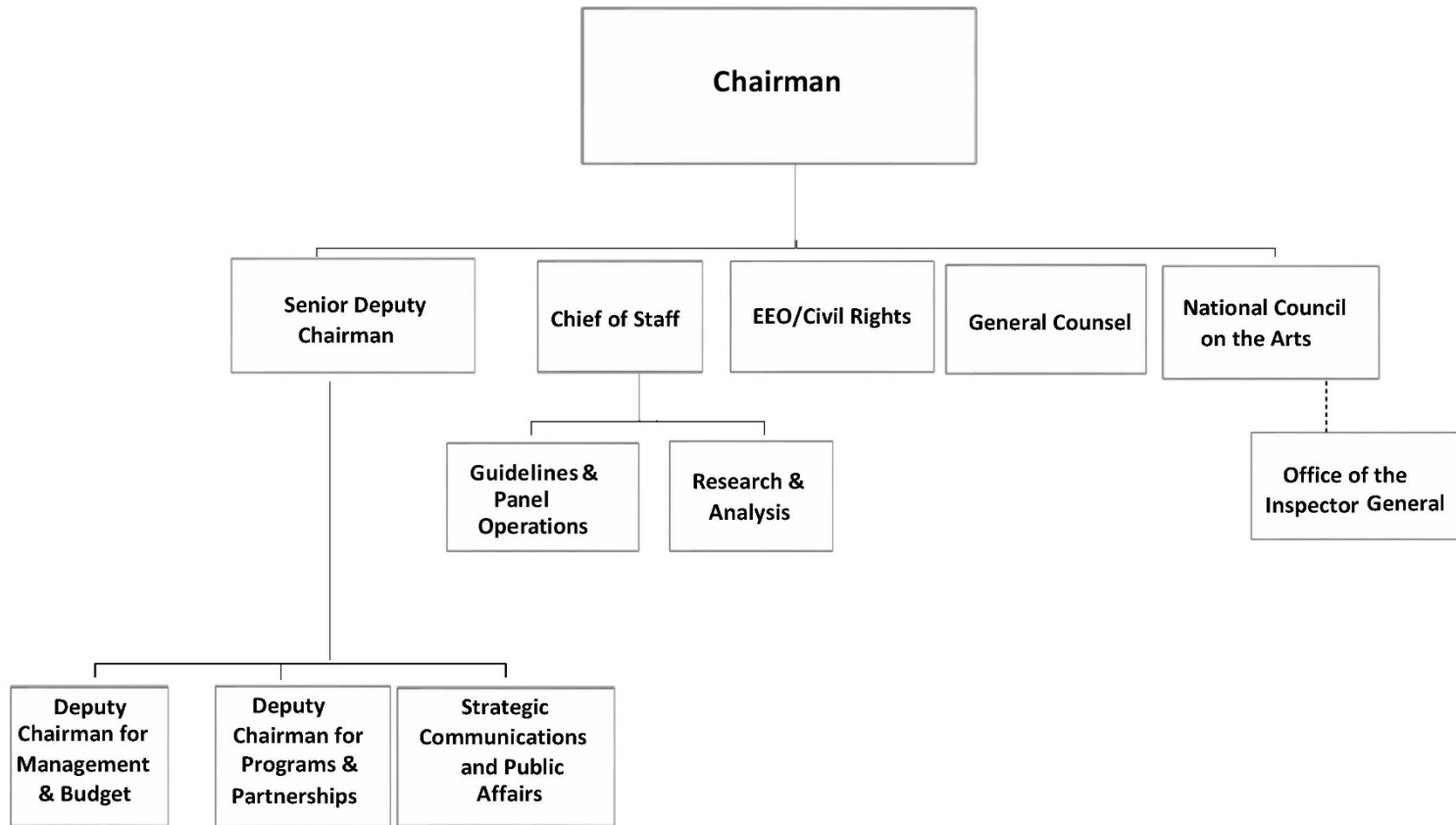
- “Democracy demands wisdom and vision in its citizens. It must therefore foster and support a form of education, and access to the arts...designed to make people of all backgrounds and wherever located masters of their technology and not its unthinking servants.”
- "While no government can call a great 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 2022 Annual Performance Plan (APP) 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 and identifies performance targets for FY 2021 and FY 2022. The agency defines success as meeting its targets. Targets are set based on historical performance data. The impact of the COVID-19 pandemic was also taken into account when setting targets; in some cases, targets were established based on FY 2019 performance. The plan also describes planned actions and milestones to address the agency’s management priority, research and evaluation activities that supported the development of the APP and Strategic Plan, and information on data validation and verification.

Fig. 1. National Endowment for the Arts Organizational Structure



DATA SOURCES, VALIDATION & VERIFICATION

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 provides estimates of Americans' participation in the arts during years in which the SPPA is not administered.

Throughout this document, performance data are reported through FY 2020 unless otherwise noted. A significant exception is FDR data. The most recent data available from grantees' FDRs are from FY 2019, due to a lag occurring from the time of the agency's award of a grant to the conclusion of the grant and extending to the grantee's submission of the FDR. For example, if a grant award is made in FY 2016 and the performance period is one year, then the FDR from that grant will not have been submitted for up to 90 days into FY 2017. Accounting for this delay, FDR data are reported here by the fiscal year in which the respective grants were awarded, not by the date of FDR receipt. With reference to the example above, the FDR data are captured in FY 2016 because that is the year in which the grant was awarded.

Because of the delay in receipt of FDR data, it is important to identify the overall percentage of FDRs received by the date of performance reporting to establish the context for these indicators. The following table provides this information for the performance period reported throughout this document. Given that only 57% of FDRs have been received for grants awarded in FY 2019,

counts for all indicators that rely on FDR data throughout this report for FY 2019 may be low in comparison to FY 2016 through FY 2018.

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

Data Validation and Verification

The Arts Endowment ensures the accuracy and reliability of its performance data 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 reported performance data 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. 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:** Reported performance data are used for management purposes, as a representative indicator of progress in relation to an established target or goal. Accuracy of data is verified to the extent considered necessary, to provide a reasonable representation of progress made relative to a target or goal, enabling the Arts Endowment senior management to determine if progress is adequate.
- **Limitations to the data at the required level of accuracy:** Arts Endowment performance data are subject to potential errors from: the use of estimations and extrapolations, especially where direct measurement is impractical and/or considered too costly; incomplete data; or incorrect coding of grant awards to strategic objectives. The most significant limitation related to grant report data is the self-reported nature of data. As noted above, grant data are reported as submitted by grantees and are not independently verified. In addition, since grantee report data from FY 2019 and earlier must be extracted from PDF forms and converted into a dataset, data inaccuracies due to programming errors are possible. See the discussion of the Management Priority later in this report for more information on efforts to improve the quality of grants data reporting.

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

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

ANNUAL PERFORMANCE PLAN

STRATEGIC GOAL 1

Support Art that Meets the Highest Standards of Excellence

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

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

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

Each year, the Arts Endowment supports archival, documentation, and preservation projects, as well as mentorships 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 Arts Endowment supports archival, documentation, and preservation projects, as well as mentorships and apprenticeships that sustain artistic traditions.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
1.1.1.1	The % of direct grants awarded by the Arts Endowment with the intent of sustaining artistic traditions.	1.87%	1.33%	1.78%	1.66%	1.57%	2.00%	2.00%

Source: eGMS

Projected FY 2021 and FY 2022 Performance: Based on historical trend data, it is projected that two percent of Arts Endowment direct grants will be awarded with the intent of sustaining 12 artistic traditions through apprenticeships, conservation, repairs and restoration, or identification and documentation.

Other Indicators

Performance Goal 1.1.1. Each Year the Arts Endowment supports archival, documentation, and preservation projects and mentorship and apprenticeships that sustain artistic traditions.
Indicators
1. The % of Arts Endowment direct grants awarded by artistic discipline with the intent of sustaining artistic traditions
2. Obligated funds for direct grants awarded by the Arts Endowment with the intent of sustaining artistic traditions
3. The # of individuals who participated in Arts Endowment-supported activities that sustained artistic traditions

Strategic Objective 1.2
Expand the portfolio of American Art.

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

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

Performance Goal 1.2.1

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

Strategic Objective 1.2. Expand the Portfolio of American Art.								
Performance Goal 1.2.1. Annually, the Arts Endowment supports projects with the intent of creating or commissioning original works of art. Original works of art do not include student works, adaptations, re-creations, or restaging of existing works.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
1.2.1.1	The percentage of direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art.	15.23%	13.24%	12.41%	13.11%	9.22%	≥12.00%	≥12.00%

Source: eGMS

Projected FY 2021 and FY 2022 Performance: Based on historical trend data, it is projected that at least 12% of Arts Endowment direct grants will be awarded with the intent of creating or commissioning works of art in FY 2020 and FY 2021. FY 2020 data likely decreased due to CARES Act funding being used for general operating support. It is possible that another decline similar to that seen in 2020 data may occur in 2022 due to American Rescue Pan (ARP) funding which will increase the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

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.
Indicators
1. The % of Arts Endowment direct grants awarded by artistic discipline with the intent of creating or commissioning original works of art
2. Obligated funds for direct grants awarded by the Arts Endowment with the intent of creating or commissioning original works of art
3. The # of professional original works of art created as a result of Arts Endowment direct grant awards

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 grantmaking 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

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

Strategic Objective 1.3. Strengthen the cultural infrastructure of the nation.								
Performance Goal 1.3.1 Each year the Arts Endowment supports professional development opportunities and other services with the intent of strengthening the U.S. cultural infrastructure.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
1.3.1.1	1.3.1.1. The % of direct grants awarded by the Arts Endowment with the intent of strengthening the U.S. cultural infrastructure.	6.30%	7.54%	6.69%	5.59%	3.90%	≥6.00%	≥6.00%

Source: eGMS

Projected FY 2021 and FY 2022 Performance: Based on historical trend data, it is projected that at least 6% of Arts Endowment direct grants will be awarded in FY 2021 and FY 2022 with the intent of strengthening the U.S. cultural infrastructure.

Other Indicators

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.
Indicators
1. The % of Arts Endowment direct grants awarded by artistic discipline with the intent of strengthening the U.S. cultural infrastructure
2. Obligated funds for direct grants awarded by the Arts Endowment with the intent of strengthening the U.S. cultural infrastructure
3. The # of individuals who participated in Arts Endowment-supported activities that strengthened the U.S. cultural infrastructure

Performance Goal 1.3.2

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

Strategic Objective 1.3. Strengthen the cultural infrastructure of the nation.								
Performance Goal 1.3.2. Each year, the Arts Endowment holds convenings and/or produces reports on needs and opportunities affecting the U.S. cultural infrastructure.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
1.3.2.1	1.3.2.1. The # of reports and/or convenings produced annually by the Arts Endowment on needs and opportunities affecting the U.S. cultural infrastructure.	N/A	N/A	16	18	16	≥16	≥16

Source: Arts Endowment administrative documentation

FY 2021 and FY 2022 Performance: It is projected that at least 16 reports and/or convenings will be produced in FY 2021 and FY 2022 on needs and opportunities affecting the U.S. cultural infrastructure.

STRATEGIC GOAL 2

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

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

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

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

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 grantmaking 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

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

Strategic Objective 2.1. Provide Opportunities for the American People to Engage with the Arts.								
Performance Goal 2.1.1 Each year the Arts Endowment supports opportunities for the American people to engage with the Arts.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.1.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to engage with the arts.	56.64%	63.22%	64.61%	56.71%	40.01%	55.00%	55.00%

Source: eGMS

Projected FY 2021 and FY 2022 Performance: It is projected that 55% of direct grants will be awarded in FY 2021 and FY 2022 with the intent of providing opportunities for the American people to engage with the arts. It is possible that another decline similar to that seen in 2020 data may occur in 2022 due to ARP funding which will increase the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

Performance Goal 2.1.1. Each year the Arts Endowment supports opportunities for the American people to engage with the arts
Indicators
1. 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
2. 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

Performance Goal 2.1.2

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

Strategic Objective 2.1. Provide Opportunities for the American People to Engage with the Arts.								
Performance Goal 2.1.2 Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.1.2.1	The % of Arts Endowment direct grant awards that produced in-person arts events resulting in a cumulative attendance of 500 people or more.	80.96%	80.66%	80.81%	78.68%	N/A	78.00%	78.00%

Source: FDR

Projected FY 2021 and FY 2022 Performance: Based on 2016-2019 trend data, it is projected that 78% of direct grant awards in FY 2021 and FY 2022 will produce in-person arts resulting in a cumulative attendance of 500 people or more.

Other Indicators

Performance Goal 2.1.2. Grants awarded annually by the Arts Endowment produce in-person arts events resulting in significant public engagement.
Indicators
1. The % of Arts Endowment direct grants awarded by artistic discipline that produced in-person arts events resulting in cumulative attendance of 500 people or more
2. The # of individuals engaged in-person through arts events supported by Arts Endowment direct grant awards
3. 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 SPPA & AABS)

Performance Goal 2.1.3

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

Strategic Objective 2.1. Provide Opportunities for the American People to Engage with the Arts.								
Performance Goal 2.1.3 Each year, grant projects supported by the Arts Endowment facilitate virtual arts experiences resulting in significant public engagement.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.1.3.1	The % of Arts Endowment direct grant awards that supported virtual arts experiences that engaged at least 5,000 people.	9.14%	9.65%	15.19%	N/A	N/A	11.00%	11.00%

Source: FDR

Projected FY 2021 and FY 2022 Performance: Given that the measurement of virtual arts experiences is still new to Arts Endowment grantees, it is projected that a 11% average will be maintained at least through FY 2022 with growth in this indicator expected in the future. Due to errors in the FDR data extraction process (discussed earlier in this report), FY 2019 data are not available at this time.

Other Indicators

Performance Goal 2.1.3. Each year, grant projects supported by the Arts Endowment facilitate virtual arts experiences resulting in significant public engagement.
Indicators
1. The % of Arts Endowment direct grants awarded by artistic discipline that supported virtual arts experiences that engaged at least 5,000 people
2. The # of individuals engaged in virtual arts experiences supported by Arts Endowment grant awards

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

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 Arts Endowment provides opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.2.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the American people to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life.	15.02%	13.29%	14.19%	12.49%	9.07%	12.00%	12.00%

Source: eGMS

Projected FY 2021 and FY 2022 Performance: Based on a slightly declining rate of grant awards associated with this objective, it is projected that 12% of direct grants will be awarded in FY 2021 and FY 2022 for the intent of providing opportunities to acquire knowledge and skills across a spectrum of artistic disciplines at all stages of life. It is possible that another decline similar to that seen in 2020 data may occur in 2022 due to ARP funding which will increase the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

Performance Goal 2.2.1. 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	
Indicators	
1.	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
2.	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
3.	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
4.	The # and age category of individuals 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
5.	The % of adults participating in at least one arts learning activity (e.g., class, lesson) during the Arts Endowment’s most recent general population survey period (SPPA/AABS)

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. The percentage of direct grants that list learning as a primary outcome and report K-12 students’ acquisition of knowledge and/or skills in the arts, as well as the number of K-12 students who acquired knowledge and/or skills in the arts as a result of participation in these activities, is seen below. Note that grants counted under this performance goal are awarded by the agency’s Arts Education office.

Strategic Objective 2.2. Provide opportunities for the American people to acquire knowledge and skills in the arts at all stages of life.								
Performance Goal 2.2.2. Annually, arts education activities supported by Arts Endowment direct grants enable K-12 students to acquire knowledge and skills in the arts across a spectrum of geographic locations.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.2.2.1	The % of Arts Endowment direct grants with Learning as a primary outcome that report K-12 students' acquisition of knowledge and/or skills in the arts.	84.07%	79.78%	78.49%	N/A	N/A	≥78.00%	≥78.00%

Source: FDR

Projected FY 2021 and FY 2022 Performance: Performance for this indicator is projected to be maintained at its present level in FY 2021 and FY 2022. Due to errors in the FDR data extraction process (discussed earlier in this report), FY 2019 data are not available.

Other Indicators

Performance Goal 2.2.2. Annually, arts education activities supported by Arts Endowment direct grants enable K-12 students to acquire knowledge and skills in the arts across a spectrum of geographic locations
Indicators
1. 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.

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 Arts Endowment, 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

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 awarded supporting this performance goal is seen below. The number of grants with a direct objective of livability has been compared to the total number of direct grants awarded.

Strategic Objective 2.3. Provide opportunities for the arts to be integrated into the fabric of community life.								
Performance Goal 2.3.1. Each year, the Arts Endowment supports across a broad geographic spectrum opportunity for the arts to be integrated into the fabric of community life.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.3.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing opportunities for the arts to be integrated into the fabric of community life.	6.13%	3.71%	2.72%	3.98%	1.84%	3.00%	3.00%

Source: eGMS

Projected FY 2021 and FY 2022 Performance: Based on recent patterns of grant-making, it is projected that 3% of direct grants will be awarded in FY 2021 and FY 2022 for the intent of providing opportunities for the arts to be integrated into the fabric of community life. It is possible that another decline similar to that seen in 2020 data may occur in 2022 due to ARP funding which will increase the percentage of grants supporting jobs and infrastructure expenses.

Other Indicators

Performance Goal 2.3.1. Each year, the Arts Endowment supports across a broad geographic spectrum opportunities for the arts to be integrated into the fabric of community life.
Indicators
1. 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
2. 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
3. The # of individuals who participated in Arts Endowment-supported activities that integrated the arts into the fabric of community life

Performance Goal 2.3.2

As reported in the Strategic Plan, an evaluation study to validate the Our Town theory of change, logic model, and measurement model took place during FY 2018. This study found that

outcomes associated with Our Town projects could be categorized into four types: economic, social, physical, or systems change. This indicator reports on the percentage of projects that report economic, social, or physical changes in communities and/or a sustained change in how the arts are integrated with local economic and community development.

Strategic Objective 2.3. Provide opportunities for the arts to be integrated into the fabric of community life.								
Performance Goal 2.3.2. Each year, Arts Endowment grant awards support projects that result in economic, social, or physical changes in communities and/or results in a sustained change in how the arts are integrated with local economic and community development.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.3.2.1	The % of Arts Endowment direct grants with Strengthening Communities as a primary outcome that provide evidence of economic, social, or physical changes in communities and/or a sustained change in how the arts are integrated with local economic and community development.	84%	56%	19%	N/A	N/A	20%	20%

Source: Our Town FDR

Projected FY 2021 and FY 2022 Performance: Based on adjustments to agency guidelines for Our Town grants, which established as program outcomes economic, social, or physical changes in communities and/or results in a sustained change in how the arts are integrated with local economic and community development, as well as agency investments in knowledge-building grants and technical assistance that build and disseminate knowledge about how to leverage arts, culture, and design as mechanisms for strengthening communities, FY 2021 and FY 2022 performance is expected to maintain 2018 performance.

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 Arts Endowment, 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

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

Strategic Objective 2.4. Support access to creative arts therapies and evidence-based programs in arts and health.								
Performance Goal 2.4.1 Annually, the Arts Endowment supports access to creative arts therapies and evidence-based programs in the arts and health.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.4.1.1	The % of direct grants awarded by the Arts Endowment with the intent of providing access to creative arts therapies and evidence-based programs in the arts and health	N/A	N/A	N/A	0.04%	0.03%	0.035%	0.035%

Source: eGMS

Projected FY 2021 and FY 2022 Performance: Based on the agency’s commitment to monitor support of access to creative arts therapies and evidence-based programs in the arts and health, it is projected that FY 2021 and FY 2022 performance will average FY 2019 and FY 2020 levels.

Other Indicators

Performance Goal 2.4.1. Annually, the Arts Endowment supports access to creative arts therapies and evidence-based programs in the arts and health.
Indicators
1. The % of Arts Endowment 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
2. Obligated funds for 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
3. The # of individuals who participated in Arts Endowment-supported activities that provided access to creative arts therapies and evidence-based programs in the 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. The clinical performance goal is to serve at least 200 new patients and facilitate at least 1,000 encounters per therapist per year across the program. An initial community goal is to establish community networks around clinical sites to extend support for current and former creative arts therapies patients and their families as they transition from treatment in a clinical setting to arts programming in their community.

Below is the number of service members served by the Creative Forces clinical creative arts therapists, and the number of therapeutic encounters facilitated by Creative Forces clinical creative arts therapists. The growth in service members and therapeutic encounters up to FY 2019 reflects the continuing expansion of this program. FY 2020 data for this indicator was significantly impacted by the COVID-19 pandemic, which substantially reduced both the number of service members served and the number of therapeutic encounters between March and July 2020.

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

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

Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
2.4.2.1	The count of service members served by Creative Forces clinical creative arts therapists	N/A	1,334	3,120	3,792	2,373	2,800	3,200
2.4.2.2	The count of therapeutic encounters facilitated by Creative Forces clinical creative arts therapists	N/A	6,368	18,151	22,014	12,147	16,000	19,000

Source: Creative Forces Administrative Records

Projected FY 2021 and FY 2022 Performance: Based on the agency’s continued support of the Creative Forces initiative and considering the effect of the COVID-19 pandemic on patients served and therapeutic interactions, it is projected that FY 2021 will match the 2020 data and FY 2022 performance will slightly exceed FY 2019 levels with an approximate 1% increase in both indicators. These data include telehealth 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.

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 Arts Endowment 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 of the Arts Endowment. A related outcome would be that people interact and engage with the arts more often in their communities. For these outcomes to be possible, the Arts Endowment must reach as many American people as possible through traditional media, social media, the website, and publications.

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

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

Strategic Objective 3.1 Inform and engage with the American people about arts activities and artists in communities across the country and their importance to the vitality of the nation.								
Performance Goal 3.1.1. Inform and engage with the American people about arts activities and artists in communities across the country and their importance to the vitality of the nation.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
3.1.1.1	The % of states and U.S. jurisdictions, including the District of Columbia, in which Arts Endowment-related articles appeared in news outlets and interact with the Arts Endowment through the website and social media	N/A	N/A	100%	100%	100%	100%	100%

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

Projected FY 2021 and FY 2022 Performance: Based on the continuation of current OPA strategies, it is projected that this indicator will remain at 100% of states and U.S. jurisdictions, including the District of Columbia.

Other Indicators

Performance Goal 3.1.1. Annually, the Arts Endowment 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
1. The # of Arts Endowment-related articles appearing in news outlets throughout the country
2. The # of visitors to the Arts Endowment website from locations within the U.S.
3. The # of followers on the various Arts Endowment social media channels

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

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 table below shows the percentage of research projects completed by fiscal year.

Strategic Objective 3.2. Expand and promote evidence of the value and impact of the arts for the benefit of the American people.								
Performance Goal 3.2.1 The Arts Endowment's Office of Research & Analysis annually completes 15% of research projects on the agency's five-year research agenda.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
3.2.1.1	The % of Arts Endowment Research Agenda projects completed	N/A	9%	18%	45%	68%	≥75%	100%

Source: Office of Research & Analysis Research Agenda documentation

Projected FY 2021 and FY 2022 Performance: Based on most recent performance, it is projected that the agency will exceed its performance target of 15% of research agenda items completed in FY 2021 and FY 2022 and ORA anticipates exceeding the 75% completion target in FY 2021 and hitting a 100% completion target in FY 2022.

Other Indicators

Performance Goal 3.2.1. The Arts Endowment's Office of Research & Analysis annually completes 15% of research projects on the agency's five-year research agenda.
Indicators
1. The % of Arts Endowment Research Agenda projects launched

Performance Goal 3.2.2

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

Strategic Objective 3.2. Expand and promote evidence of the value and impact of the arts for the benefit of the American people.								
Performance Goal 3.2.2. Annually, Arts Endowment research-related articles and/or citations appear in academic journals specializing in disciplines other than the arts and in non-academic news outlets.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
3.2.2.1	The # of Arts Endowment research related articles and/or citations in academic journals specializing in disciplines other than the arts	N/A	N/A	204	150	160	160	160
3.2.2.2	The # of Arts Endowment research related articles and/or citations in non-academic news outlets	173	123	135	117	129	129	129

Source: Academic Literature, News

Projected FY 2021 and FY 2022 Performance: It is projected that the agency will maintain FY 2020 performance levels for the number of Arts Endowment research related articles and/or citations in academic journals specializing in disciplines other than the arts and number of Arts Endowment research related articles and/or citations in non-academic news outlets.

Strategic Objective 3.3

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

The Arts Endowment provides opportunities for U.S. Artists and artworks to be showcased for international 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, SAAs and RAOs, 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

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

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.								
Performance Goal 3.3.1. The Arts Endowment builds and maintains partnerships that promote American art and artists internationally each year.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
3.3.1.1	The # of American artists who visit another country with support from the Arts Endowment’s strategic partnerships with other funders	1299	805	1240	1240	996	≥100	≥996
3.3.1.2	The # of countries visited by American artists with support from the Arts Endowment’s strategic partnerships with other funders	32	37	31	43	40	≥5	≥40

Source: International Records Program

Projected FY 2020 and FY 2021 Performance: It is projected that the agency will at least maintain FY 2020 performance levels for these two indicators.

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. This performance indicator focuses on the number of international artists in residences across the nation with support from the Arts Endowment’s strategic partnerships with other funders.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.								
Performance Goal 3.3.2. Each year, the Arts Endowment builds and maintains partnerships that bring art and artists from other countries to U.S. audiences.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
3.3.2.1	The number of international artists in residencies across the nation with support from the Arts Endowment’s strategic partnerships with other funders	258	253	35	36	85	≥30	≥85

Source: International Records Program

Projected FY 2021 and FY 2022 Performance: It is projected that the agency will see a decline from its FY 2020 performance level in FY 2021 due to the COVID-19 pandemic and will maintain its FY 2020 performance level in FY 2022 for this indicator.

Performance Goal 3.3.3

When providing opportunities for the international exchange of artists, artworks, and arts activities, the Arts Endowment aims for a demonstrable benefit for the careers of participating American artists. As part of its ongoing effort to building an evidence base to inform its programs and policies, the agency is planning a survey of U.S. artists participating in international activities with the goal of developing a richer understanding of the short- and long-term impacts of these activities on their careers. A contract was concluded in FY 2020 to produce a survey instrument, plan for administration, prepare related Paperwork Reduction Act (PRA) clearance package, and conduct pilot-testing of the instrument. At the end of FY 2020, the PRA clearance package was under review at the Office of Management & Budget. PRA clearance was received in December 2020, and the agency anticipates the first deployment of the instrument to be during spring 2021. Since data collection has not begun, no data are reported for FY 2020.

Strategic Objective 3.3. Provide opportunities for the international exchange of artists, artworks, and arts activities.								
Performance Goal 3.3.3. During the five-year term of this Strategic Plan, Arts Endowment-supported international exchanges have a demonstrable benefit on the careers of participating American artists.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
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	Baseline Established	Unknown

Source: International Experiences survey data

Projected FY 2021 and FY 2022 Performance: A target will be established following the collection of baseline data.

STRATEGIC GOAL 4

Enable the Arts Endowment Mission through Organizational Excellence

The Arts Endowment 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

The agency has received an annual unmodified (“clean”) financial statement audit opinion for the last 15 years, including for FY 2020. An audit opinion remains the primary measurement of success for this strategic objective.

Strategic Objective 4.1. Be an effective and vigilant steward of public funds								
Performance Goal 4.1.1. Each year, the Arts Endowment ensures that public funds are used and accounted for appropriately.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
4.1.1.1	Annual receipt of an unmodified audit opinion	unmodified	unmodified	unmodified	unmodified	unmodified	unmodified	unmodified

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

Projected FY 2021 and FY 2022 Performance: Based on the continuation of the agency’s business processes and procedures, it is projected that the Arts Endowment will receive an unmodified audit opinion in FY 2021 and FY 2022.

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.

Strategic Objective 4.2. Be transparent and accountable to the public								
Performance Goal 4.2.1. The Arts Endowment ensures transparency to the public by providing accurate reporting of grant data on a quarterly basis.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
4.2.1.1	The % of data submitted to USASpending.gov that is accurate, complete, and in accordance with government-wide data standards as reported in Auditor's Report on the Arts Endowment's compliance with the DATA Act of 2014	N/A	97%	N/A	99%	Certified*	Certified*	Certified*

Source: Internal Agency DATA Act Reports

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

Projected FY 2021 and FY 2022 Performance: Based on past performance and the continuation of the agency’s business processes and procedures, it is projected that data submitted to USASpending.gov will continue to be certified which 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.

Annually, including in FY 2020, the Arts Endowment has met the requirements of the 80-day hiring model, through which talented and skilled applicants are identified and on-boarded in a minimal amount of time. The annual time by fiscal year is listed in the table below:

Strategic Objective 4.3. Attract and maintain a diverse, creative, knowledgeable, productive, and motivated workforce.								
Performance Goal 4.3.1. Annually, the Arts Endowment exceeds the requirements of the 80-day hiring model, through which talented and skilled applicants are identified and on-boarded in a minimal amount of time.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
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	80 days	80 days

Source: HR Office Records

Projected FY 2021 and FY 2022 Performance: Based on past performance and the continuation of the agency’s business processes and procedures, it is projected that in FY 2021 and FY 2022 the average time for the identification and on-boarding of new Arts Endowment hires will not exceed 80 days.

Performance Goal 4.3.2

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

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

Strategic Objective 4.3. Attract and maintain a diverse, creative, knowledgeable, productive, and motivated workforce.								
Performance Goal 4.3.2. Annually, Arts Endowment employees report a high degree of satisfaction working at the Arts Endowment.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
4.3.2.1	The % of Arts Endowment employees reporting positive responses to key questions on OPM's annual Federal Employee Viewpoint Survey.							
	Reported a positive response to the statement "My agency is successful at accomplishing its mission."	95.20%	97.94%	87.90%	94.73%	98.40%	≥98.40%	≥98.40%
	Reported a positive response to the statement "I know how my work relates to the agency's goal and priorities."	96.00%	98.10%	97.50%	96.49%	91.80%	91.80%	91.80%
	Reported a positive response to the statement "I am held accountable for achieving results."	95.00%	94.53%	92.20%	89.67%	Question not in survey	≥89.67%	≥89.67%
	Reported a positive response to the statement "I am constantly looking for ways to do my job better."	94.30%	92.63%	89.10%	93.03%	Question not in survey	≥93.03%	≥93.03%
	Employee satisfaction and commitment score	86.30%	76.45%	71.30%	79.45%	77.80%	≥77.80%	≥77.80%
	Average positive response score of leadership/supervision.	85.50%	82.65%	72.00%	73.36%	73.10%	≥73.10%	≥73.10%

Source: OPM Federal Employee Viewpoint Survey

Projected FY 2021 and FY 2022 Performance: Based on past performance and the continuation of the agency's business processes and procedures, it is projected that in FY 2021 and FY 2022 the percentage of Arts Endowment employees reporting positive responses to key questions on OPM's annual Federal Employee Viewpoint Survey will meet or exceed that reported in FY 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 grantmaking 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.

The Arts Endowment recruits and engages citizens as panelists from each state and the District of Columbia each year, including in FY 2020. The percentage of states, including the District of Columbia, who are represented by individuals serving on Arts Endowment panels each fiscal year is shown below.

Strategic Objective 4.4. Recruit and engage citizens as panelists who will make recommendations for Arts Endowment awards that meet the highest standards of excellence.								
Performance Goal 4.4.1. Annually, the Arts Endowment recruits and engages citizens as panelists from each state and the District of Columbia.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
4.4.1.1	The % of states, including the District of Columbia, represented by individuals serving on Arts Endowment panels	98.04%	96.08%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Panelist Records/OGPO

Projected FY 2021 and FY 2022 Performance: Based on past performance and the continuation of the agency’s business processes and procedures, it is projected that in FY 2021 and FY 2022 the Arts Endowment will continue to represent 100% of states, including the District of Columbia, on its panels.

CROSS-CUTTING OBJECTIVE (CCO)

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

In its founding legislation, the Arts Endowment was charged with the responsibility of widening the availability of art, particularly to historically underserved populations—those whose opportunities to experience the arts are limited by geography, ethnicity, economics, or disability. Since its creation, the Arts Endowment has dedicated considerable resources, developed several leadership initiatives, and strengthened its partnerships with 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

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. 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.

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								
CCO 1.1. Annually, Arts Endowment-funded activities take place in a diverse spectrum of geographic locations.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
CCO 1.1.1	The geographic distribution of applications received, grants awarded, and project activity locations							
	<i>% of Grants in Urban Areas</i>	93.5%	93.2%	92.7%	93.2%	92.0%	92.0%	92.0%
	<i>% of Grants in Rural Areas</i>	6.5%	6.8%	7.3%	6.8%	8.0%	8.0%	8.0%
	<i>% of Project Activity Locations in Urban Areas</i>	87.3%	88.8%	87.7%	89.2%	N/A	89.2%	89.2%
	<i>% of Project Activity Locations in Rural Areas</i>	12.7%	11.2%	12.3%	10.8%	N/A	10.8%	10.8%

CCO 1.1.2 The % of Arts Endowment-funded activities occurring in each segment of the rural-urban continuum compared to the percentage of the population that lives in those respective locations.							
	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
Rural/Urban Continuum	Arts Endowment Activities						
	(n=25,300)	(n=23,770)	(n=26,493)	(n=11,482)	(n=N/A)	(n=11,482)	(n=11,482)
1. Non-metro, rural areas	12.70%	11.25%	12.32%	10.79%	N/A	10.79%	10.79%
2. Metro, urban areas	87.30%	88.75%	87.68%	89.21%	N/A	89.21%	89.21%

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

FY 2021 and FY 2022 Performance: It is projected that performance on these two indicators will be maintained in FY 2021 and FY 2022.

CCO Performance Goal 1.2

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

Cross-Cutting Objective: Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country								
Performance Goal CCO 1.2. Each year, Arts Endowment direct grants are awarded in every congressional district.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
CCO 1.2.1	The % of congressional districts receiving an Arts Endowment direct grant	99.80%	100.00%	99.80%	100.00%	100.00%	100.00%	100.00%

Source: eGMS

FY 2021 and FY 2022 Performance: The agency has consistently awarded grants in nearly all congressional districts across the past five years. It is projected that this performance will be maintained in FY 2021 and FY 2022.

CCO Performance Goal 1.3

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

Cross-Cutting Objective: Through strategic partnerships and award-making, ensure that Arts Endowment-funded activities reach a wide breadth of geographic locations and underserved populations across the country								
Performance Goal CCO 1.3. Arts Endowment direct grants engages underserved populations with the arts every year.								
Indicator Number	Measure	2016	2017	2018	2019	2020	2021 Projection	2022 Projection
CCO 1.3.1	The % of Arts Endowment direct grant awards that engage underserved populations	32.47%	30.83%	34.54%	21.53%	N/A	≥32.00%	≥32.00%

Source: FDR

FY 2021 and FY 2022 Performance: It is projected that at least 32% of projects awarded grants by the agency will engage underserved populations in FY 2021 and FY 2022.

MANAGEMENT PRIORITY

The Arts Endowment identified one major management priority for FY 2018-20 in addition to priorities shown in our strategic framework:

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

Planned actions and results for this management priority follow:

Management Priority 1. Institutionalization of the processes surrounding the recently implemented eGMS (Electronic Grants Management System).	
Planned Action	Arts Endowment will be working with our Shared Service provider to develop a way to obtain federal financial assistance awardees reporting data via web-based submission into the eGMS.
Results	<ul style="list-style-type: none"> • Joint steering committee completed its needs assessment and established requirements for final reports and other reports needing to use web-based submission by the end of Q3 FY 2018. • A joint agency work group concluded its work in Q4 FY 2019 supporting the development of a new agency-defined forms module for the eGMS. • A full-scale pilot test of the agency’s FY 2020 grant reports was launched in Q2 FY 2020. • New work began in Q1 FY2020 to adapt an existing eGMS feature to collect geographic activity data at the final report stage; this feature was deployed in FY 2021, concluding work on this Management Priority.