**OUTCOMES**

**POLICIES and LEGISLATION**
Laws or procedures, created to guide and determine decisions or actions.

**INDICATORS MEASURE**
Various progress points in policy development and implementation, e.g. proposal of policy, support gathered, adoption, funding and implementation. Many see the passing or adoption of policy or law as an intermediate outcome that, only when implemented, leads to long-term societal change.

**CONDITIONS**
Social, civic, economic, physical circumstances or states of being. Although social and civic outcomes are often directed toward improving negative conditions, they may also be directed toward positive or advantageous opportunities or conditions.

**INDICATORS MEASURE**
Degree of change, remediation, improvement or maintenance of a condition; availability of resources; increased, decreased, or new opportunities; who has access to opportunity.

**SYSTEMS**
The combination of related policies, organizations and infrastructure that defines or effects how something is organized or works. Systems change moves beyond individuals, organizations, and single solutions. It entails thinking about systems—social service, education, government, grantmaking, institutional, etc. Measuring the effects of change on parts of the whole, and the relationships between parts require multi-level analyses.

**INDICATORS MEASURE**
Restructured relationships and roles; change in regulatory power; shared priorities across systems; revised procedures.

**LEADERSHIP AND STATUS**
Elected or voluntary positions of leadership within government, institutions; civic organizations, events, or organizing/advocacy; as well as the relative standing of a group within a community or society.

**INDICATORS MEASURE**
Shifts in who holds leadership positions; diversity of leadership; new or improved leadership strategies; effectiveness of leadership.

**ISSUE AND PROBLEM RESOLUTION**
Solving a problem or resolving a civic or social concern or conflict.

**INDICATORS MEASURE**
Problem or priorities that are clarified, identified, averted, reduced, or eliminated; plans or strategies that are developed for addressing the issue; as well as strategies implemented.

Examples of outcomes, indicators, and data collection methods.
**EXAMPLES**

**OF OUTCOMES, INDICATORS, AND DATA COLLECTION METHODS LINKED WITH CREATIVE STRATEGIES FOR CHANGE**

**POLICIES**

**CONDITIONS**

**SYSTEMS**

**1. LEADERSHIP REFLECTS GREATER DIVERSITY**

**OUTCOMES:** A pipeline is generating more diverse leadership for public boards and committees.

**Immigrant youth regularly inform and participate in neighborhood planning and revitalization projects.**

**INDICATOR:** Immigrant leaders are recruited for a leadership training program and tapped for public committees.

**INDICATOR:** A youth council is formed.

**INDICATOR:** Community-based cultural organizations recognized as a source of recruits for community leadership roles.

**DATA COLLECTION STRATEGIES**

**INTERVIEW** community leaders to learn if and how they are engaging youth as well as opportunities that were generated by the exhibitions and presentations.

**SURVEY** annually community-based cultural organizations to track requests for participation and representation by civic boards and boards and committees.

---

**CREATIVE STRATEGY**

The Arts Alliance sponsors a photographer and writer to creatively profile leaders of new immigrant communities and widely disseminates an exhibition featuring leaders’ portraits and stories in libraries and malls.
**2. IMPLEMENTATION OF IMPROVED POLICY**

**POLICIES and LEGISLATION**

**INDICATOR:** The United Arts Fund revises its allocation plan and guidelines.

**DATA COLLECTION STRATEGIES**

**OUTCOME:** Policies are enacted to guide actions for fair treatment of the homeless.

**INDICATOR:** Fewer police arrests of mentally ill homeless.

**INTERVIEWS** of homeless population about their arrests.

**TIP:** Sampling should increase the representativeness of data. A snowball technique might ensure that the right people are interviewed, such as those who were arrested in the past.

**CREATIVE STRATEGY**

Activist artists ally with homeless rights groups to bring attention to unnecessary arrests and other mistreatment and to sustain focus on policy debates.

**3. FAIR AND EQUITABLE ACCESS TO RESOURCES**

**POLICIES and LEGISLATION**

**INDICATOR:** The United Arts Fund revises its allocation plan and guidelines.

**DATA COLLECTION STRATEGIES**

**OUTCOME:** Local funders revise grant programs to address changing community demographics.

**TIP:** Data and case making rationale for policy changes might be readily available through trade publications or local papers and thus not require extra data collection.

**CREATIVE STRATEGY**

The Community Foundation employs an artist to use digital animation to translate data for peer funders about the importance and impact of culturally specific organizations to community well being.
4. **STRENGTHENED SENSE OF COMMUNITY**

**INDICATOR:** The public art site is used for significant public events.

**INDICATOR:** Stakeholders from all sides of the tragedy work cooperatively on the public art selection committee.

**DATA COLLECTION STRATEGIES**
- **INTERVIEWS** with key informants.
- **DATA REVIEW** from committee meetings such as minutes and attendance records and email exchanges among members.

**DIRECT OBSERVATION** of the quality of interaction among committee members.

**TIP:** Data can be collected in a variety of ways, depending on budget, time available, and the degree of accuracy needed.

**OUTCOME:** Residents identify with one another as a united community.

**CREATIVE STRATEGY**
A public art work is created to support healing around a community tragedy.

**POLICIES and LEGISLATION**

**CONDITIONS**

**SYSTEMS**

**LEADERSHIP and STATUS**

**ISSUE and PROBLEM RESOLUTION**

---

5. **A PROBLEM IS RESOLVED**

**INDICATOR:** Individuals and businesses form an ongoing group to keep lots mowed and plant flowers in lieu of city maintenance.

**DATA COLLECTION STRATEGIES**
- **OBSERVATION AND DOCUMENTATION** of lots at regular intervals through site visits, photos.
- **MAPPING** A creative visual map, using graphics and photos, shows the “before” and “after” images from sites.

**TIP:** Sometimes data collection itself can improve results. Regularly photographing greening projects and sharing photos via an online service or social network might interest others in participating, and encourage artists to increase their involvement.

**OUTCOME:** Vacant lots are transformed to gathering places and sites of community pride.

**CREATIVE STRATEGY**
The city Planning Dept. engages artists and landscape designers to lend meaning and functionality to its greening projects.

**POLICIES and LEGISLATION**

**CONDITIONS**

**SYSTEMS**

**LEADERSHIP and STATUS**

**ISSUE and PROBLEM RESOLUTION**
6. Isolated Publics Feel Welcome in Civic Space

**Outcome:** New opportunities exist for immigrants' culture and talent to be included and validated in public.

**Indicator:** Immigrant groups establish new programs in public spaces such as a Saturday Market to sell their handcrafts and foods.

**Data Collection Strategies:**
- **Observe:** Attendance at selected events for changes in immigrant participation.

**Creative Strategy:**
A dance company hosts a series of social dances with ethnic music at the War Memorial Auditorium which traditionally has hosted only mainstream programs. Programs are broadcast on cable TV.

**TIP:** The creative nature of the program can be captured by creative data collection methods such as video.

**Alert!** Set up ways to learn about indirect outcomes. For instance, the increase in lively activity in public spaces may increase overall use and participation.

**Policy and Legislation:**
- **Conditions:**
  - Systems
  - Leadership and Status

**Issue and Problem Resolution:**

**Compare Records** annually for reservations of public sites for events sponsored by immigrant groups.

**Indicators:**
- Ethnic groups sponsoring public events.