The capacity family of outcomes encompasses the abilities and facility of an individual, institution, and/or community to effectively engage in making social or civic change. These capacities are often considered intermediate because they are typically prerequisite to more concrete impacts. Indicators of capacity measure: human and material resources; knowledge of and expertise in civic engagement; skills and practice in participating in or implementing engagement activities. Change in capacity would typically be measured at the group, institutional, or community level.

SKILL/PRACTICE
The methods or approaches of working to make change, including the ability to use knowledge and tools, and experiment with new methods.

ARTISTIC/CREATIVE CAPACITY
The ability to employ creative expression and cultural traditions to: engage people; illuminate issues; communicate information and messages; and reveal new ideas, ways of thinking, and possibilities and plans for change.

SOCIAL CAPITAL
The social resources possessed as a result of one’s social networks formed through connections and relationships within and between groups and individuals. Social capital may include: trust, access, inclusion, and group efficacy. It may also include status, i.e. position of a person or group in relation to others or with respect to circumstances.

INDICATORS MEASURE relationships at the individual or group level; connections across boundaries; connections with leadership; networks and alliances, breadth and depth of social resources, access to the civic realm, inclusion.

RESOURCES
Sources of support. Types of resources include: human, financial, physical.

INDICATORS MEASURE funding, cost reduction, opportunities for growth, in-kind support that assist in completing work or tasks.

Examples of outcomes, indicators, and data collection methods.
1. FRAGMENTED EFFORTS COALESCED

OUTCOME: Neighborhood groups are allied to advocate around safety issues.

INDICATOR: Neighborhood groups that have not worked together before work effectively together through the public art project.

INDICATOR: Neighborhood group leaders meet with city leaders to examine the effects of safety measures taken in different neighborhoods.

CREATIVE STRATEGY
The city’s public art program involves neighborhood groups and residents to implement a creative street lighting project in two neighborhoods experiencing night crime.

SOCIAL CAPITAL
SKILLS/ PRACTICE
RESOURCES
ARTISTIC/ CREATIVE CAPACITY

DATA COLLECTION STRATEGIES

HOW TO READ THE EXAMPLES

Broadly stated OUTCOMES OF SOCIAL/CIVIC CHANGE that artists and cultural organizers claim their creative strategies contribute to or achieve.

A more specific OUTCOME

An INDICATOR that might be observed as evidence of that outcome

DATA COLLECTION methods for selected indicators

TIPS for data collection methods.

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

PUBLIC DOCUMENTATION OF MEETINGS such as meeting minutes, reports, newspaper notices and articles.
2. INCREASED STATUS OF DISENFRANCHISED GROUPS

**INDICATOR:** Youth apply artistic skills to make a video to advocate for better school conditions.

**OUTCOME:** Youth express their concerns and viewpoints to the broader community through creative expressions.

**DATA COLLECTION STRATEGIES**
- REVIEW OF VIDEOS by peer artists assesses their creative merit and effectiveness at conveying issues about school conditions.

**TIP** Peer artists should review each video consistently for a set group of factors, which might be, for example: clarity of school issue(s) presented; persuasiveness of case made; emotional resonance; visual quality; and call to action.

**CREATIVE STRATEGY**
- Spoken word and media artists work with students to create performance pieces to be performed and creatively video-taped for further sharing in community settings.

**SOCIAL CAPITAL**
- SKILLS/PRACTICE
- RESOURCES
- ARTISTIC/CREATIVE CAPACITY

**SOCIAL CAPITAL**
- SKILLS/PRACTICE
- RESOURCES
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**CREATIVE STRATEGY**
- A GLBT chorus is formed to create community and perform publically at civic functions.

**INDICATOR:** GLBT citizens are invited to join the town anniversary celebration committee.

**OUTCOME:** GLBT citizens are connected and respected in the community.

**DATA COLLECTION STRATEGIES**
- REVIEW AND COMPARISON OF DOCUMENTS such as contracts, timelines, project plans for evidence of equity and reciprocity.

**TIP**
- Project timelines and planning are more considerate of human service agencies' goals and pressures.

**INTERVIEWS** with stakeholders.

3. BALANCED POWER IN ALLIANCES

**INDICATOR:** Partnership agreements acknowledge both student learning goals and community change goals.

**OUTCOME:** Campus and community partners' concerns receive equal consideration in arts-based collaborations.

**DATA COLLECTION STRATEGIES**
- INTERVIEWS with stakeholders.

**CREATIVE STRATEGY**
- Community-based arts projects are regularly developed by the University's Art Dept. in partnership with human service agencies in the community.

**SOCIAL CAPITAL**
- SKILLS/PRACTICE
- RESOURCES
- ARTISTIC/CREATIVE CAPACITY
4. **Enhanced Capacity to Foster Civic Engagement**

**Creative Strategy**
The local arts council develops and promotes a booklet offering tools and a list of local artistic resources that can be employed in public meetings, dialogues, and deliberations.

- **Outcome:** Community leaders employ an array of creative strategies to address polarizing issues.
  - **Indicator:** Story circles are used at early stages of community dialogues to help residents make personal connections to contentious issues.
  - **Indicator:** Traditional (ethnic) cultural protocols are integrated into community forums.
- **Outcome:** Cultural exhibitions and programs are effectively offering opportunities for community and civic engagement.
  - **Indicator:** Community engagement activity is integrated in planning and implementation of museum exhibitions and programs.
  - **Indicator:** Cultural organization staff members are better equipped to develop engagement components as part of exhibitions and education programs.
- **Data Collection Strategies**
  - **Review of Documents** such as cultural organizations’ grant reports, annual reports, evaluations for discussion of community engagement directions, activities, impacts.
  - **Focus Groups** with museum visitors.
5. Improved Ability to Organize and Advocate

**OUTCOME:** New immigrant groups collaborate and learn to navigate city systems.

**INDICATOR:** Immigrant social clubs linked through the cultural festival work together to establish a Saturday Market to sell their handcrafts and foods.

**DATA COLLECTION STRATEGIES**

- **INTERVIEWS** with festival planners and market vendors assess change in knowledge of key city systems and links between new knowledge and work on the street festivals and market.

**CREATIVE STRATEGY**
A community development corporation (CDC) assists new immigrants to mount street festivals that celebrate and share cultures across newcomer groups and with the broader public.

**SOCIAL CAPITAL**

**SKILLS/PRACTICE**

**RESOURCES**

**ARTISTIC/CREATIVE CAPACITY**

**TIPS**
Get baseline information about knowledge of city systems by surveying or interviewing before the street festival program is launched. Sometimes research can be gathered in a short timeframe, for example, at the Saturday market by one or a few persons who speak the native languages. Making the evaluation process culturally specific gains trust.

6. Increased Capacity to Engage Isolated Populations

**OUTCOME:** More opportunities are available to engage rural participants in public dialogue.

**INDICATOR:** Rural communities initiate digital story projects to engage citizens.

**DATA COLLECTION STRATEGIES**

- **FOCUS GROUPS** with training participants to learn how the training and digital storytelling method advanced opportunities for dialogue in rural locations.

- **OBSERVE** on-line exchanges and interaction on project website.

- **TIPS**
Depending on the number of and distance between respondents, information could be obtained in a variety of ways—face to face, telephone, online survey, or a simple email.

**CREATIVE STRATEGY**
Train regional artists, teachers, librarians, and others in story collecting methods, including digital storytelling, and using them to engage rural residents and enhance dialogue on community issues.

**SOCIAL CAPITAL**

**SKILLS/PRACTICE**

**RESOURCES**

**ARTISTIC/CREATIVE CAPACITY**