Indiana Arts & Culture Capacity Assessment

To better serve the public, the Indiana Arts Commission (IAC) is working in partnership with the School of Public and Environmental Affairs (SPEA) at Indiana University to **assess the capacity building and technical assistance challenges facing arts and culture providers** in our state. As one of Indiana's important arts and culture organizations, we ask for your help by completing this survey.

Your participation will aid the IAC in developing a **framework of appropriate grants-making strategies** going into the future. You and other Indiana arts and culture providers will benefit from this project by ensuring the IAC and Indiana policy makers have solid, **up-to-date information about the capacity building challenges** Indiana nonprofits and government agencies face and **key strategies for addressing these challenges**.

All responses to this survey will be kept in **strictest confidence**. SPEA has sole responsibility for the survey and in no case will anyone at the Indiana Arts Commission (or at any other organization) have access to the responses or raw data. **Survey respondents will not be identified by name.** Responses will be reported in aggregate only, so no one will be able to identify the answers from a particular organization. This survey will be coordinated by Dr. Kirsten Grønbjerg, who has extensive experience in researching Indiana nonprofits.

Please be prepared to answer questions about your organization's capacity building and technical assistance challenges. However, because we are interested in how these differ among types of organizations, we also ask questions about such general topics as financial indicators, staff size, and major activities. Most respondents should be able to complete this survey in about 20-25 minutes.

Your timely response to the survey is greatly appreciated. Your participation and thoroughness are very important to us and will greatly assist in successfully addressing the needs of Indiana nonprofit and public arts and culture providers.

Thank you in advance for assisting us in better serving you and the residents of Indiana.

Sincerely,

Richard Q. Stifel
Chair

Lewis C. Ricci
Executive Director

For questions about the survey please contact:
Project Director: Dr. Kirsten Grønbjerg
Nonprofit Capacity Assessment
School of Public and Environmental Affairs, Indiana University
1315 East Tenth Street, Bloomington IN 47405
Phone: 866-726-0030, Email: nonprof@indiana.edu
Project website: http://www.indiana.edu/~nonprof/results/npcapacity.html

We know that your time is very valuable! We appreciate the time you will take to complete this survey.

In return for completing the survey, we will send you a **summary of our findings**.

In addition, we will offer **twelve organizations**, **selected at random from those responding** to the survey, the opportunity to have their organization featured for one month on the Indiana Arts Commission's web site.

Please remember if you need to stop the survey at any point, you can complete it at a later date. The link in the email you received will continue to work until you have completed the survey. **Thank you!**

- ☐ Yes, I would like to begin this important survey
- ☐ No thank you, I do not wish to participate

This survey is targeted at Indiana nonprofit and government agencies involved in arts and culture activities either as their primary purpose or as one of their programs.

Which description best fits your entire organization (e.g., not just your department or unit)?

Arts and culture activities are:

- ☐ Our primary purpose
- ☐ A major/high profile part of our activities, but not the primary purpose (*please be aware of yellow alternative text*)
- ☐ A minor component of our activities (*please be aware of yellow alternative text*)
- ☐ Not a component of our activities in any way
  (*If you have checked this box, this project does not apply to your organization. Please contact us if you have questions.*)

Section I

Many Indiana nonprofit and government agencies are seeking support for capacity building and/or technical assistance. The following questions will help us to understand how organizations define these terms and how important these challenges are. Please think about your organization's arts and culture mission or goals when responding to the following questions.

1. To what extent do the following OPERATIONS and GOVERNANCE activities currently pose a challenge for your organization in fulfilling its mission or goals related to arts and culture activities?

Operations and Governance	*A major Challenge*	*A minor Challenge*	*Not a Challenge*	*N/A*
Undertaking strategic planning for your organization	○	○	○	○
Improving management skills	○	○	○	○
Managing or improving board/staff relations	○	○	○	○
Establishing organizational culture (e.g., team work, conflict resolution, etc.)	○	○	○	○
Training and/or developing your board	○	○	○	○
Performing routine tasks indirectly related to mission or goals	○	○	○	○
Managing the facilities or space your organization uses	○	○	○	○

2. To what extent do the following HUMAN RESOURCE activities currently pose a challenge for your organization in fulfilling its mission or goals related to arts and culture activities?

Human Resources	A major Challenge	A minor Challenge	Not a Challenge	N/A
Managing human resources (staff and volunteers)	○	○	○	○
Recruiting/keeping qualified staff	○	○	○	○
Staff training	○	○	○	○
Recruiting/keeping qualified and reliable volunteers	○	○	○	○
Volunteer training	○	○	○	○
Recruiting/keeping effective board members	○	○	○	○
Board training	○	○	○	○

3. To what extent do the following PROGRAMS and PLANNING activities currently pose a challenge for your organization in fulfilling its mission or goals related to arts and culture activities?

Programs and Planning	A major Challenge	A minor Challenge	Not a Challenge	N/A
Focusing on the mission and vision	○	○	○	○
Delivering high quality programs/services	○	○	○	○
Assessing community needs	○	○	○	○
Attracting new members/clients	○	○	○	○
Evaluating or assessing program outcomes or impact	○	○	○	○

4. To what extent do the following MARKETING activities currently pose a challenge for your organization in fulfilling its mission or goals related to arts and culture activities?

Marketing	A major Challenge	A minor Challenge	Not a Challenge	N/A
Defining our constituency groups	○	○	○	○
Meeting the needs/interests of current members/clients	○	○	○	○
Gathering research or information on programs/services	○	○	○	○
Developing targeted communications to community	○	○	○	○
Adjusting programs/services to meet changing needs	○	○	○	○
Communicating with members/clients	○	○	○	○
Enhancing the visibility/reputation of your organization's arts and culture activities	○	○	○	○

5. To what extent do the following NETWORKING and ADVOCACY activities currently pose a challenge for your organization in fulfilling its mission or goals related to arts and culture activities?

Networking and Advocacy	A major Challenge	A minor Challenge	Not a Challenge	N/A
Forming/maintaining relations with other entities (including other nonprofit organizations, private firms such as local businesses, philanthropic organizations, and educational or political officials)	○	○	○	○
Learning best practices from other organizations	○	○	○	○
Strengthening relationships with key policy makers	○	○	○	○
Enhancing public understanding of key policy issues	○	○	○	○
Responding effectively to community expectations	○	○	○	○

6. To what extent do the following RESOURCE activities currently pose a challenge for your organization in fulfilling its mission or goals related to arts and culture activities?

Resources	A major Challenge	A minor Challenge	Not a Challenge	N/A
Managing finances or financial accounting	○	○	○	○
Obtaining funding or other financial resources	○	○	○	○
Writing grant proposals	○	○	○	○
Securing foundation or corporate grant support	○	○	○	○
Securing government grants or contracts	○	○	○	○
Developing a capital campaign for needed expansion	○	○	○	○
Undertaking effective special events	○	○	○	○
Expanding the donor base	○	○	○	○
Building an endowment	○	○	○	○

7. To what extent do the following INFORMATION TECHNOLOGY (IT) activities currently pose a challenge for your organization in fulfilling its mission or goals related to arts and culture activities?

	A major Challenge	A minor Challenge	Not a Challenge	N/A
Knowing how technology helps achieve your arts and culture mission/goals (e.g., computers, fax machines, databases, websites, email, etc.)	○	○	○	○
Identifying tech tools/resources for service delivery	○	○	○	○
Communicating IT needs to decision-makers or funders	○	○	○	○
Training staff/volunteers in software/applications	○	○	○	○
Upgrading computers to support new software	○	○	○	○
Creating a comprehensive and interactive website	○	○	○	○
Creating, updating, and effectively using databases	○	○	○	○
Getting IT assistance	○	○	○	○

8. Please think about the activities you indicated in your previous responses which currently pose a challenge for your organization in fulfilling its mission or goals related to arts and culture activities.

How helpful would each of these types of assistance be for your organization as it tries to meet those challenges?

Types of Assistance	Very helpful	Somewhat helpful	Not helpful	Don't know N/A
Multi-year funding	○	○	○	○
General overhead funding	○	○	○	○
Endowment funding	○	○	○	○
Small targeted grant for specific challenge(s)	○	○	○	○
Challenge grants for specific challenge(s)	○	○	○	○
Low-cost loans	○	○	○	○
Loaned executive to assist with specific challenge(s)	○	○	○	○
Student intern to assist with specific challenge(s)	○	○	○	○
Outside consultant to help with specific challenge(s)	○	○	○	○
Workshops and other off-site training	○	○	○	○
Joint activities with other organizations	○	○	○	○
Opportunities to interact with and learn from peers	○	○	○	○

9A. Please describe the most important CAPACITY BUILDING needs that your organization currently has in meeting its mission or goals related to arts and culture activities. Please describe what you believe would be the most helpful way to meet those needs.

Most important capacity building needs:	Most effective ways to meet those needs:
1.	1.
2.	2.
3.	3.

9B. Please describe the most important TECHNICAL ASSISTANCE needs that your organization currently has meeting its mission or goals related to arts and culture activities. Please describe what you believe would be the most helpful way to meet those needs.

Most important technical assistance needs:	Most effective ways to meet those needs:
1.	1.
2.	2.
3.	3.

9C. The Indiana Arts Commission (IAC) offers support to organizations to help them meet their capacity building and technical assistance needs. How helpful would each of these types of assistance be to your organization?

Types of Assistance	Very helpful	Somewhat helpful	Not helpful	Don't know N/A
Operations funds	○	○	○	○
Project funds	○	○	○	○
Regional training/workshops	○	○	○	○
Other (please explain in comments)	○	○	○	○

Additional Comments:

10A. Does your organization currently have any of the following organizational components?
Please check all that apply.

□	Computers available for key staff/volunteers
□	Internal computer network
□	Computerized financial records
□	Computerized client/member/program records
□	Routine backups of your data
□	Broadband internet access
□	Website for your organization
□	Email address for your organization
□	Anti-virus / anti-spyware / anti-spam programs

□	Written governance policies or by-laws
□	Written conflict of interest policy
□	Written "whistleblower" policy
□	Written policies for managing important organizational documents and records (e.g., length of time documents must be retained)
□	Written code of ethics
□	Written strategic plan developed or updated in the past two years
□	Written fundraising plan developed or updated in the past two years
□	Written marketing assessment developed or updated in the past two years
□	Written technology assessment developed or updated in the past two years

□	Written job descriptions
□	Written personnel policies
□	Staff/board orientation process
□	Written board manual
□	Formal volunteer recruitment program
□	Formal volunteer training program
□	A designated coordinator/supervisor for volunteers

□	Annual report with financial information produced within the last year
□	Evaluation or assessment of program outcomes/impact within the past two years
□	Audited financial statement in the past two years
□	Annual budget and procedures for monitoring expenses
□	Fund reserves dedicated to capital improvement
□	Fund reserves dedicated to maintenance/equipment
□	Endowment (restricted or unrestricted)

11. Approximately, what is the size of your organization's endowment? $_____

Section II

So that we can better understand how capacity building needs are related to other activities that Indiana arts and culture organizations undertake, please answer the following questions [in regards to your organization's arts and culture programs and goals]..

1. How have demands for your organization's [arts and culture] services or programs changed over the last three years?

- ☐ **Decreased significantly** (by more than 25 percent)
- ☐ **Decreased moderately** (by 10 – 25 percent)
- ☐ **Stayed more or less the same** (*please skip to 2)*
- ☐ **Increased moderately** (by 10 – 25 percent)
- ☐ **Increased significantly** (by more than 25 percent)

1A. Did this change in demand for [arts and culture] services impact your organization's need for capacity building and/or technical assistance?

- ☐ Yes, need for capacity building and technical assistance **increased**
- ☐ Yes, need for capacity building and technical assistance **decreased**
- ☐ No, the change in demand **did not impact** need for capacity building and/or technical assistance

2. Is your organization currently involved in formal collaborations (legal, fiscal, administrative, or programmatic exchanges) or in informal networks (cooperating, coordinating, or working together in other ways) [related to your arts and culture programs]?

- ☐ Yes, involved in one or more **formal collaborations** (legal, fiscal, administrative, or programmatic exchanges) with other organizations *(Please answer 2A)*
- ☐ Yes, involved in one or more **informal networks** (cooperation, coordination, working together) with other organizations *(Please answer 2A)*
- ☐ Yes, involved in **both** formal collaborations **and** informal networks *(Please answer 2A)*
- ☐ No, **not involved** in any collaborations or informal networks *(Please answer 2B)*

2A In general do these collaborations and network relationships make it easier or harder to maintain key organizational capacities [for your arts and culture activities and goals]?

Impacts your capacity to:	*Harder*	*No impact*	*Easier*	*Not applicable*
Obtain funding	○	○	○	○
Recruit/keep staff	○	○	○	○
Recruit/keep board members	○	○	○	○
Recruit/keep volunteers	○	○	○	○
Meet client/member needs	○	○	○	○
Enhance your visibility/reputation	○	○	○	○

2B. Is your organization not involved in collaborations and networks due to a need for greater capacity or technical assistance?

☐ Yes, your organization **would** network and/or collaborate with other entities **if it had the capacity and/or technical assistance** to do so.

☐ No, your organization has the capacity and technical know-how to network and/or collaborate with other entities, but **chooses not to do so** for other reasons.

3. Does your organization seek to educate the public about arts and culture policy issues, promote certain positions on arts and culture policy issues, or issues related to the interests of certain groups? (*Please check all that apply.*)

☐ Yes, you seek to educate the general public about certain arts and culture policy issues

☐ Yes, you seek to promote positions relevant to the interests of certain groups

☐ Yes, you seek to promote certain political groups

☐ Yes, you seek to educate public and/or policy makers about specific issues

☐ No, you are not involved in any of those activities

Section III

So that we can better understand how capacity building needs are distributed across Indiana arts and culture organizations, please answer the following questions about your organization.

1. In what year was your organization founded? _____ *(year)*

2. Please briefly describe your organization's major purpose or mission.

_____

_____

_____

2A. Please tell us a little more about the role and priority of arts and culture programs in your organization. (For example, does your organization have a unit or budget dedicated to arts and culture activities?)

_____

_____

_____

3. Please briefly describe up to three of your organization's most important [arts and culture] programs or activities.

Most important program/activity: _____

Second most important program/activity: _____

 Third most important program/activity: _____

4. Is your organization a:

☐ Nonprofit or not-for-profit organization

☐ Public or governmental organization

5. How would you classify your organization?

○	Art museum	○	Historical & non-arts museums	○	Traditional arts
○	Arts centers	○	History	○	Visual arts
○	Arts education	○	Humanities	○	Other arts
○	Arts service organization	○	Music	○	Other general education
○	Communications & media	○	Opera or musical theater	○	Other non-arts
○	Dance	○	Performing arts facility	○	Other type of organization
○	Fair or festival	○	Theater		

6. Does your organization currently have any paid employees?

☐ Yes

☐ No *(Please skip to 7)*

6A. How many people were employed full-time or part-time at your organization on <u>June 1, 2008</u>?
(Please exclude vacant positions. Write 0 if none.)

         Number of *full-time* employees   _____ #

         Number of *part-time* employees   _____ #

6B. How many of these paid employees PRIMARILY worked with your arts and culture programs?

         Number of arts/culture *full-time* employees   _____ #

         Number of arts/culture *part-time* employees   _____ #

Additional comments: _____

_____

7. Does your organization have its own board of directors?

☐ Yes, you have your own board of directors

☐ No, you are governed by another organization *(Please skip to question 8)*

☐ No, you have some other governance structure *(Please skip to question 8)*

7A. How many board members did your organization have on <u>June 1, 2008</u> and how many other board positions were vacant? *(Please write 0 if none.)*

         Number of board members as of June 1, 2008   _____ #

         Number of <u>*vacant*</u> board positions as of June 1, 2008   _____ #

8. During the most recently completed fiscal year, did your organization use any volunteers [for your arts and culture programs], other than those that serve on the board of directors?

☐ Yes, you **used volunteers** (other than board members)

☐ No, you **used no volunteers** (other than board members) *(Please skip to 9)*

> **8A. How important are volunteers – other than board members – to the [arts and culture] work of your organization?**
>
> ☐ Not at all important, you could carry out your mission and goals without using volunteers
> ☐ Not very important, you depend on volunteers for only non-essential tasks
> ☐ Important, you depend on volunteers for several key tasks
> ☐ Very important, you depend on volunteers for a wide range of tasks, but not all
> ☐ Essential, you depend entirely on volunteers to carry out your mission and goals

9. During the most recently completed fiscal year, did your organization have any revenue or expenses [associated with your arts and culture programs]?

☐ Yes, you had revenue and/or expenses (Please answer the following questions)

☐ No, you had neither revenue nor expenses (Please skip to14)

10. For the most recently completed fiscal year, please ESTIMATE the following [for your arts and culture programs]. Please enter the full dollar amount without spaces, commas, or the dollar symbol ($). Write 0 if none.

Total **expenses** during most recently completed fiscal year $ _____

Total **revenue** during most recently completed fiscal year $ _____

Total **liabilities** at the end of most recently completed fiscal year $ _____

Total **net assets** at the end of most recently completed fiscal year $ _____

10B. Please estimate your ENTIRE organization's total revenue for the most recently completed fiscal year. $ _____

11. During the most recently completed fiscal year, please ESTIMATE what percentage of these revenues [associated with your arts and culture programs] came from the following sources. Please enter a percentage from 0-100 for each category.

Types of Revenue	% of revenues *(Write 0 if none)*
Private (non-government) sale of goods and services (e.g., earned income from ticket sales, rentals, booth fees, advertisement and corporate sponsorship/marketing fees, etc.)	%
Government or public agencies (e.g., grants, fees, appropriations)	%
Charitable contributions from all sources (e.g., donations and gifts from individuals, foundations, corporations, or other nonprofit organizations)	%
Special events (net of expenses)	%
Dues/membership fees	%
Endowment income	%
Interest, miscellaneous other revenue sources	%
Total	**100 %**

12. During the most recently completed fiscal year, did your organization receive any income from any of the following revenue sources [for your arts and culture programs]? *Please check all that apply*.

☐	Donations from individuals
☐	Trusts or bequests from individuals
☐	Donations from businesses, corporations, or corporate foundations (not including corporate sponsorships)
☐	Grants from community foundations
☐	Grants from other foundations
☐	Grants/support from United Way organizations
☐	Grants/support from religious organizations
☐	Grants/support from religious federated funders (e.g. Catholic Charities)
☐	Grants/support from other federated funders (e.g., united arts funds)
☐	Local, state or federal government grants (e.g., IAC, NEA)
☐	Government contracts or fee for service payments
☐	Fees/charges/sales (from individuals or non-governmental entities)
☐	Fees/charges from private third parties (e.g., insurance programs)
☐	Income (or loss) from joint ventures
☐	Income (or loss) from for-profit subsidiary
☐	Income (or loss) from corporate sponsorships or marketing fees
☐	Income (or loss) from **any** unrelated business activities

12. We would like to know a little more about these sources of revenue [related to your arts and culture programs]. Please indicate approximately what proportion of gifts and donations came from each of these sources.

	100% of all gifts & donations	More than 75%	About 50% to 75%	About 25% to 50%	Less than 25%	Not a source of gifts & donations	Don't know/ NA
Individuals (direct gifts from individuals or families, do not include businesses)	○	○	○	○	○	○	○
Community support organizations or foundations (indirect gifts via united arts funds, community foundations, United Way)	○	○	○	○	○	○	○
Private/Family foundations (do not include corporate foundations)	○	○	○	○	○	○	○
Businesses, corporations, or corporate foundations	○	○	○	○	○	○	○
Other nonprofits (e.g., churches, community groups, student associations)	○	○	○	○	○	○	○

13. To what extent have your organization's financial indicators [related to arts and culture activities] changed over the last three years?

	Decreased 25% or more	Decreased 5-25%	Stayed the same	Increased 5-25%	Increased 25% or more
Total revenue	○	○	○	○	○
Total expenses	○	○	○	○	○

14. Approximately how much of your organization's budget is dedicated to arts and culture activities?
_____ %

Section IV

To ensure we have the correct contact information for your organization and to know whether you would like to be contacted again, please answer the following questions.

1. Please update organization name and address.

Organization name   _____

Street address   _____

City, state, zip code   _____

Website URL   _____

2. Please provide your name and contact information.

Contact name _____   Position _____

Phone (include area code) _____   Email _____

3. Twelve respondents to this survey will be selected at random to be featured for one month on the Indiana Arts Commission's web site. Does you organization wish to be considered for this random selection?

☐ Yes *(Please make sure you have entered your contact information and correct address)*

☐ No

4. Would you like to receive a summary of our results to this survey?

☐ Yes *(Please make sure you have entered your contact information and correct address)*

☐ No

5. Would you be willing to talk to us later about some of your organization's key achievements or major challenges?

☐ Yes *(Please make sure we have your contact information))*

☐ No

6. Please leave any comments about the survey.

_____

_____

_____

_____

_____

THANK YOU!!!

For more information about the sponsors of this survey, please see:

Indiana Arts Commission
http://www.in.gov/arts/

Indiana Nonprofits: Scope & Community Dimensions
www.indiana.edu/~nonprof
A Joint Project of
IU School of Public & Environmental Affairs (www.spea.indiana.edu)
& IU Center on Philanthropy (www.philanthropy.iupui.edu)

Indiana University School of Public & Environmental Affairs
www.spea.indiana.edu