

Outcome Category/Outcome	Data Source	Measurement Guidance
Program, Organizational Capacity, & Capital Projects		
Membership will increase by X% from the previous year.	Membership registration logs	A uniform registration form completed by all program members will allow for tracking increases in membership. Grantees must provide baseline to Cullen.
Event attendance will increase by 10% from the previous year.	Counts of audience members	Physical forms of attendance such as ticket stubs will allow for easy measurement. Grantees must provide baseline to Cullen.
Member participation in organizational programs will increase by X% from the previous year.	Attendance logs at programs/events	Sign-in sheets for programs/events can allow for tracking multiple membership participation outcomes. Grantees must provide baseline to Cullen.
Audience participation in organizational programs will increase by X% from the previous year.	Attendance logs at programs/events	(see guidance above on sign-in sheets)
100% of board positions will be filled by active members of the program.	Board membership registration logs	(see guidance above on registration forms)
X new permanent position(s) will be created in the organization.	Job description, hiring process and information	Grantees will identify the target number of positions. Grantees should report the position, who filled the position, and the duties of the new position.
The organization will participate in professional development opportunities.	PD information	Provide PD event date, title, number of hours, and number of participants. Also provide a summary of the impact of PD.
The organization will successfully complete a strategic plan with an external consultant.	Planning log	Provide a summary of the strategic planning process and the final strategic plan.
The organization will successfully complete a formal, written succession plan.	Planning log	Provide a summary of the succession planning process and the final succession plan.
The organization will successfully meet their fundraising goal for capital projects.	Timeline of capital project; fundraising log	Grantees will identify the target number and scope of specific capital projects and all elements to be completed. Provide a summary of the capital project timeline process and the final projects completed.
The organization will collaborate with X new organization(s).	Collaboration log	Grantees will identify the target number of organizations. Provide the organization and information about the collaboration.
X new performance(s) will be put on by the organization.	Record of performances	Grantees will identify the target number of performances. Provide the number of new performances offered to the audience.
Financial Health		
100% of board members will make an individual financial gift to the organization annually.	Record of board giving	Individual financial gifts go beyond the cost of membership or admission to organization events.
The annual revenue will increase by X% from the previous year.	Year-end budget report	Development of additional funding sources outside the awarded grant should be evidenced by a complete annual budget.
Individual donations will increase by X% from the previous year.	Donation logs	All donations should be documented and logged in a regularly updated file.
Member donations will increase by X% from the previous year.	Donation logs	(see guidance above on donations)
Corporate donations will increase by X% from the previous year.	Donation logs	(see guidance above on donations)
The net profit from fundraising events will increase by X% from the previous year.	Year-end budget report	(see guidance above on budgets)
The organization will implement an annual fund with a goal of \$X.	Year-end budget report	(see guidance above on budgets)

Marketing

Contact efforts to the community will increase by 10%.	Log of communications	Multimedia forms of communication (phone calls, flyers, emails) that can be tracked will allow for evaluation of outreach efforts.
The program will increase website traffic by 25% from the previous year.	Website data	This can provide an objective measure of community involvement that is already tracked by outside sources.
An online presence will be developed or enhanced.	Social media posts or website updates	There are multiple ways to track an online presence such as the number of social media posts or the number of website news stories uploaded.
An online presence will have increased engagement by 20% from the previous year.	Social media posts or website updates	(see guidance above on online presence)
The organization will achieve external recognition.	Favorable critic review/award	Proof of publication or award would sufficiently cover this objective.
There will be an increase in the number of audience members that hear about events from a specific communication method.	Audience survey	Surveys should be short and provided to all audience members at the end of performances. Aim for a response rate of at least 50%.
The organization will participate in a market research campaign.	Log of communications	The narrative should include the method of performing the research as well as cost estimates for each component.
The organization will develop and implement X number of new marketing strategies.	Log of communications.	This should include both a description of the process for researching the strategy as well as its execution within the program.

Audience Engagement & Development

Event attendance will increase by 10% from the previous year.	Counts of audience members	Physical forms of attendance such as ticket stubs will allow for easy measurement. Grantees must provide baseline to Cullen.
90% of audience members will report that they were very satisfied with their performing arts experience.	Audience survey	(see guidance above on surveys)
50% of audience members will report that they are more interested in creating their own art after attending events.	Audience survey	(see guidance above on surveys)
90% of audience members will report that they would attend a future performance.	Audience survey	(see guidance above on surveys)
90% of audience members will report that they did not have any physical barriers to entering the venue.	Audience survey	(see guidance above on surveys)
90% of audience members will report that the times of events fit within their schedule.	Audience survey	(see guidance above on surveys)
10% of audience members will be new attendees.	Audience survey	(see guidance above on surveys)
90% of audience members will report that the events are sensitive to their culture.	Audience survey	(see guidance above on surveys)
90% of audience members will report that their knowledge of local culture increased as a result of attending the events.	Audience survey	(see guidance above on surveys)
90% of audience members will report increased appreciation of the arts after attending the events.	Audience survey	(see guidance above on surveys)
90% of audience members will report enhanced/enriched attitude or feeling after attending the events.	Audience survey	(see guidance above on surveys)
The organization will grow audience participation in one of the following demographics: specific age group, students, Arts Access members.	Audience survey	Grantees must identify the audience subgroup of interest, provide baseline data, and identify the target growth.

100% of audience members will report that they feel safe attending program events.	Audience survey	(see guidance above on surveys)
The program will incorporate at least one new body of artwork per program year.	Program schedule	A calendar of events with small descriptions will provide useful narrative information for the end-of-year reporting.
90% of audience members will report that the quality of the program/event was worth the price of admission.	Audience survey	(see guidance above on surveys)
