Taxonomy of Outcomes and Strategies

This taxonomy, originally developed from grantee-partner proposals and updated based on strategy-tracking interviews conducted throughout the first two years of the grant period, was intended as a working, evolving resource to support the evaluation process and to provide a framework for defining the intended outcomes of the work. In the past we have shared specific examples of strategies used toward achieving those outcomes; in this version, we focus the *types* of strategies employed as they continue evolving.

NCAF outcome category	Outcome areas	Types of planned strategies for accomplishing these outcomes	Related indicators
Outcome #1. Successfully engage diverse and low-income Californians	**Participant profile** Expanding the reach to diverse and/or low-income audiences, and other new audiences	This outcome area is at the heart of NCAF. Given the nature of the underlying theory of change, all six of the outcome areas in NCAF outcome category #2 below are in a sense "strategies" for accomplishing this outcome. Also note that the outcome areas in this taxonomy overlap in many ways and that strategies are often directed toward multiple outcomes.	1) Changes in the demographic composition of organizations' participant base, to more closely resemble California's diverse population
	Community access and relevance Extend meaningful invitation and welcome to target communities through program location, marketing/messaging, and programming addressing community issues/needs	a. Use specific culturally relevant language, messaging, and/or messaging platforms to target specific audiences and communities b. Provide programming and/or physical space and/or resources that facilitate "public square" kinds of convenings/dialogue and social bridging c. Increase community members' access to programming d. Make use of a new or existing community partnership or hire a consultant to better understand and address a targeted community and the issues it faces	2) New participants' perceived "sense of belonging" at the organization (this may mean that they see their experiences reflected in the programming, they feel a sense of ownership, or they simply feel more comfortable participating) 3) New participants participate in multiple types of programming, including both onsite and offsite programming 4) Participants (both current and new) interact with people outside of their typical social circles and whose experiences are substantially different from their own via engagement programming

	Affiliation Deepening connections with individual participants, audience members, donors, and/or partnering organizations	a. Reward increased or repeat participation b. Create programming and use techniques designed to increase participants' connection to the art form c. Create opportunities for participants to have new or deepened interactions with staff d. Create opportunities for participants to deepen affiliations through sharing their resources (time or money) with the organization	5) Participants (both current and new) are inspired to specific action as a result of their experiences (this can include engaging in creative projects outside of the organization's program, researching a program topic further, connecting with an individual or organization around a program topic, or offering new or increased financial or volunteer support to the organization)
Outcome #2. Become more adaptive, engaging, and sustainable organizations	**Leadership and governance** Shifts in approaches to leadership	a. Give senior staff and/or board members new commitments and responsibilities that support engagement work b. Deepen senior staff and/or board members' direct involvement in engagement-specific missions, strategic planning, activities, and/or processes	6) Degree of senior staff and board member involvement in/commitment to engagement programming 7) Degree of senior staff and board member involvement in learning about targeted communities and their specific needs and issues 8) Senior staff and board member attitudes toward the relationship between engagement programming and the organization's mission
	Engagement practices and programming Shifts and expansions in engagement efforts	a. Create or adjust programming to offer more interactive experiences and encounters b. Create onsite or offsite programming content specifically designed or selected to attract target audience c. Make onsite or offsite programming available in languages of target audiences d. Adjust existing programming to better align with engagement-focused mission	9) Availability of engagement programming content that is relevant to those from specific cultural background 10) Availability of engagement programming in different languages 11) Availability of offsite programming in locations that are accessible to target communities 12) Availability of engagement programming at multiple points along the "audience involvement spectrum"
	Community input structures and processes Opportunities for community members and partner organizations to shape programming objectives and/or content	a. Refine the nature of new or existing partnerships to become more mutually beneficial and trusting b. Create opportunities for participants to generate program/exhibition content, either onsite or online c. Create or expand processes to co-create or collaborate on specific programming content and/or strategies with community members and/or partners d. Create opportunities for community members and/or partners to provide feedback on existing programming	13) Opportunities for individual community members, local artists, and/or local partner organizations to provide meaningful input to program design processes 14) Opportunities for individual community members, local artists, and/or local partner organizations to provide meaningful feedback about existing programs

	Measurement, evaluation, and continuous improvement Improvements to the organization or the field based on evaluation and reflection	a. Evaluate the experiences and impacts of engagement programming and adjust programming based on findings as necessary b. Create an internal culture of evaluation that values data-driven or data-informed decision-making through increased involvement of staff in evaluation work and/or reflection on implications of findings c. Develop data resources d. Share internal learnings externally to the benefit of other organizations or the field	15) Mechanisms to measure and document the outcomes of engagement programming 16) Mechanisms for evaluation/assessment findings to meaningfully inform ongoing program refinement and the development of new programs 17) Cross-departmental participation in evaluation activities 18) Opportunities to disseminate evaluation findings and programmatic models to other organizations
	Staff structures and competencies Shifts in new or existing staff and volunteer capabilities or the organization's staff structure	a. Create new departments and/or restructure the organization's current departments or job descriptions b. Improve staff capabilities by providing opportunities for training and professional development c. Create improved internal communications, opportunities for collaboration, and peer relationships d. Hire new staff with skills or competencies that the organization aims to develop or improve, such as deep knowledge of a targeted community e. Hire new staff who reflect targeted communities	19) Degree of staff involvement in/commitment to engagement programming (including both intensity of involvement and involvement across multiple departments) 20) Demographic and geographic diversity of staff 21) Degree of staff involvement in learning about targeted communities and their specific needs and issues 22) Opportunities for staff members to work across departments, whether in day-to-day operations or in specialized teams/committees
	Business model and financial resourcing to support and sustain arts engagement Changes to the organizational business practices and financial resourcing in support of arts engagement efforts	a. Assess or take inventory of organizational resources such as technology and untapped knowledge sources b. Increase the organization's internal efficiencies to facilitate audience engagement practices	23) Development of clear plan for accessing and deploying financial resources to sustain engagement programming 24) Development of sustainable revenue streams (earned and/or contributed) to support engagement programming 25) Development of concrete processes, practices, and/or technologies to create efficiencies in support of increased engagement practices