

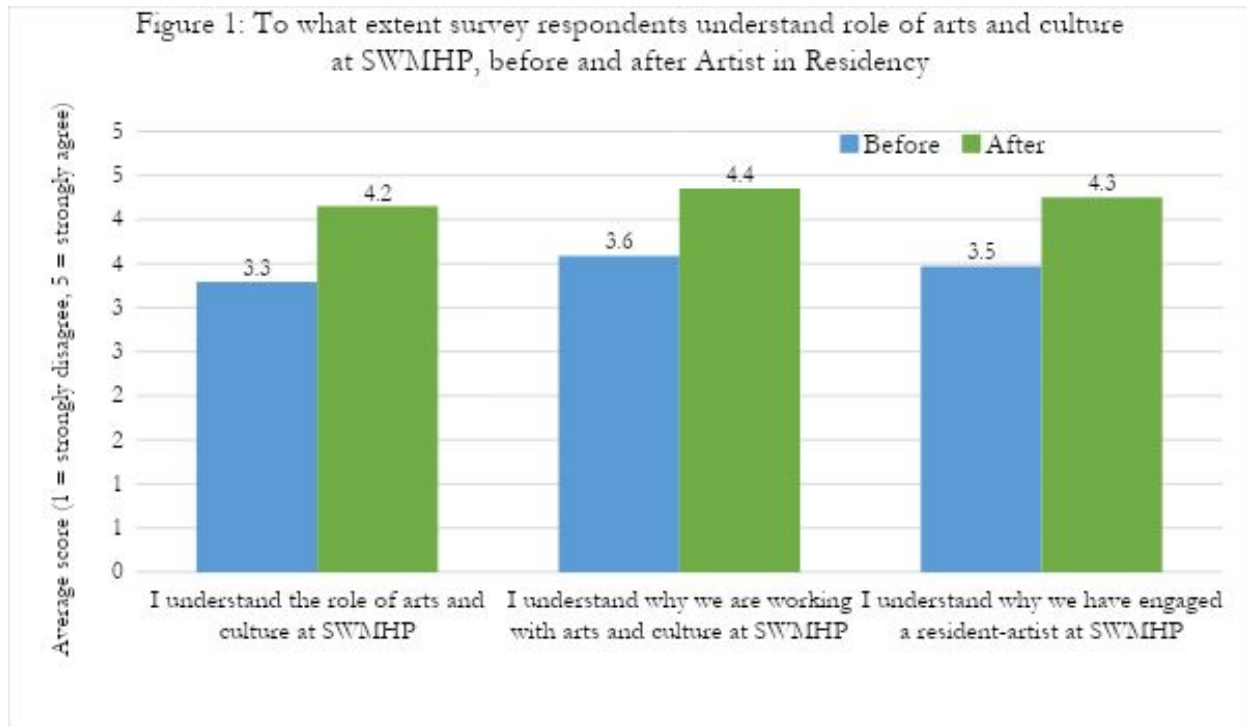
Key findings from surveys completed before and after Artist in Residency

- Stronger and more nuanced understanding of the role of arts and culture at SWMHP
 - Arts and culture can result in more effective community engagement, especially with people who may be hard to reach
 - Arts and culture can help build and strengthen relationships within SWMHP
 - Desire for future leadership to be collaborative team players
 - Arts and culture can promote innovative thinking and processes
 - Desire for future leadership to be open minded and innovative
- Increased willingness to use arts and culture at SWMHP
 - Most respondents found many types of arts and cultural strategies useful for their work
- Concerns around continued capacity, including time and financial, amid competing priorities
 - Desire for future leaders to be strategic, mission-driven decision-makers

Key findings unpacked

Stronger and more nuanced understanding of the role of arts and culture at SWMHP

After participating in the Artist in Residency program, nearly all respondents better understand the role of arts and culture at SWMHP (from an average of 3.3 to 4.2 on a scale from 1 to 5 where 1 is strongly disagree and 5 is strongly agree) (Figure 1). Respondents also better understand why they're working with arts and culture at SWMHP (from 3.6 to 4.4) and why they've engaged a resident artist at SWMHP (from 3.5 to 4.3).



Arts and culture can result in more effective community engagement, especially with people who may be hard to reach

Before the Artist in Residency program, survey respondents already had robust beliefs of how arts and cultural strategies can help their work. In the pre-survey, several people wrote about using arts and culture to improve community engagement and present information creatively. As one survey respondent wrote in their pre-survey, “I’d also like to figure out ways to make community meetings, especially when it involves brainstorming with stakeholders with varying interests, more engaging/fun/productive.”

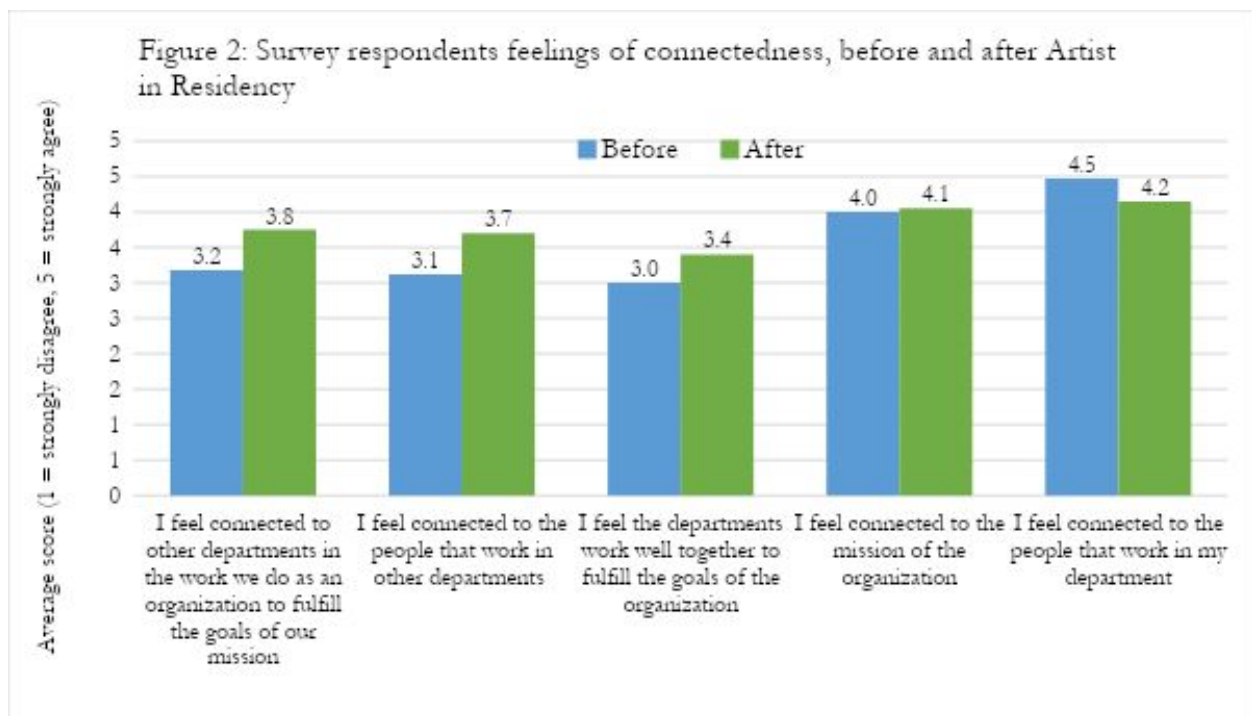
More specifically, in the pre-survey, multiple respondents saw arts and culture as a way to understand and work with diverse communities (e.g., New Americans, people who are homeless, people who suffer from addiction and abuse). Before the Residency, survey respondents on average already agreed that arts and cultural strategies can help increase participation of underrepresented individuals, communities and cultures in planning and/or decision-making. The average score was a little higher in the post survey (from 4.2 to 4.4 on a scale from 1 to 5 where 1 is strongly disagree and 5 is strongly agree). Survey respondents also continued to agree that arts and cultural strategies can help SWMHP staff understand and identify the needs and ideas of underrepresented individuals, communities and cultures (from 4.2 to 4.4). One respondent in the pre-survey noted that arts and culture can help with “understanding cultural norms to become trusted partners. ... [and] creat[ing] partnerships with leaders of different cultural groups.”

In the post-survey, similar themes surfaced regarding the power of arts and culture to improve community engagement, specifically with diverse communities. However, respondents provided

more nuanced answers. In the pre-survey, for example, one respondent answered the question, “In your work, what do you think arts and cultural strategies can most help with?” by writing, “[making] community meetings more engaging.” That same respondent answered the same question in the post-survey in this way: “engaging residents that we may not have been able to reach before and give them a voice.” The post-survey answer is still about engagement but indicates a deeper understanding of the potential role of arts and culture: to engage hard-to-reach residents and empower them by giving them “a voice.” Another respondent in their pre-survey wrote “I think [arts and cultural] strategies is an effective approach to engage communities about challenging topics that aren't easy to talk about in a traditional forum, such as cultural diversity and inclusion, language barriers, immigration and clarifying changes for the future.” In the post survey, they wrote a response in a similar vein but that communicated *why* it's an effective approach: “[Arts and culture] is also effective in raising awareness of cultural issues in ways that are *more thought provoking than offensive.*” [italics added for emphasis]

Arts and culture can help build and strengthen relationships within SWMHP

Respondents rated their sense of connectedness to a variety of aspects of their work. The biggest increase came in people’s feelings of connectedness to other departments. The average response to “I feel connected to other departments in the work we do as an organization to fulfill the goals of our mission” jumped from an average of 3.2 before the Residency to 3.8 after the residency (on a scale from 1 to 5 where 1 is strongly disagree and 5 is strongly agree) (Figure 2). And the average response to “I feel connected to the people that work in other departments” increased from 3.1 to 3.7. We can’t directly say that participation in the Artist in Residency program influenced these increases, but it’s interesting to note these changes.



Qualitative answers also showed people's understanding and belief in the power of arts and culture to build relationships among colleagues: "I think it can really open people up and create deeper more meaningful relationships amongst our organization."

Desire for future leadership to be collaborative team players

Respondents want future leadership who are approachable, friendly, compassionate. One respondent wants a future leader to be a "people person with a positive attitude." Respondents also want future leaders to be team players, which means being "open to staff ideas/suggestions" and "present at staff functions," according to two respondents. Respondents also want leaders who lead by example. One respondent wants future leadership to "understand that office morale and standards are set from the top down" and another desires future leadership to embrace "that they are a great example for everyone to follow."

Arts and culture can promote innovative thinking and processes

Survey respondents were asked, "In your work, what do you think arts and cultural strategies can most help with?" Multiple people noted the general value of arts and culture as a way of thinking differently:

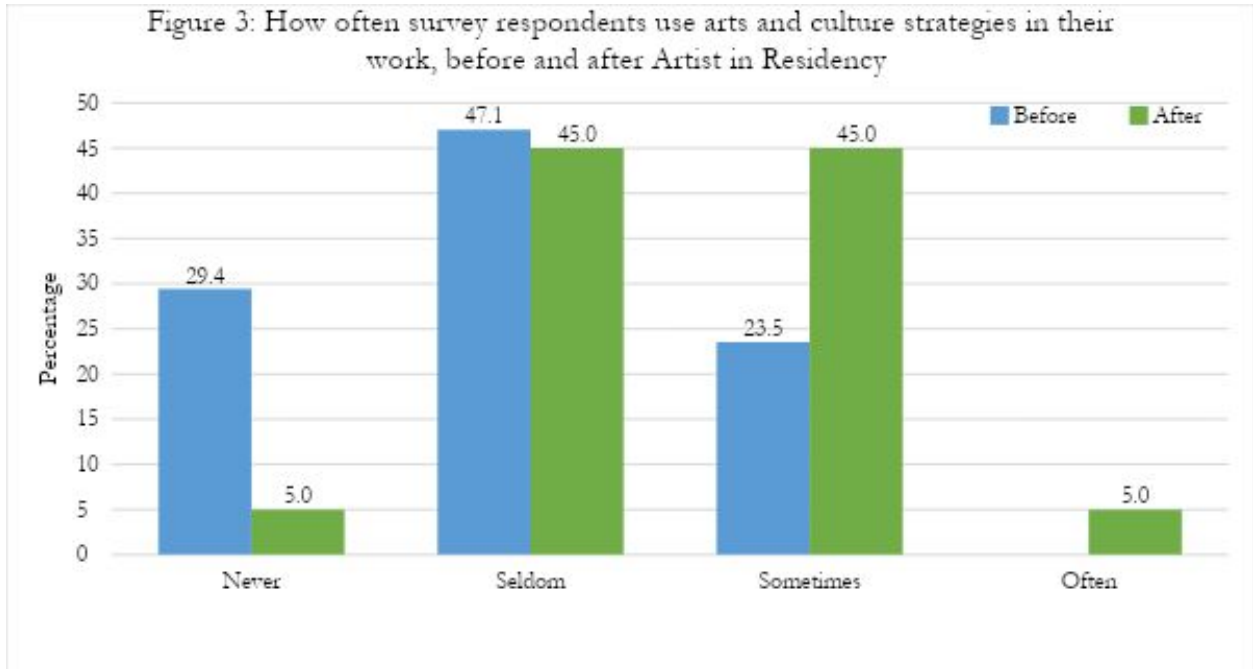
- "I think arts and cultural strategies can help most with my work by looking outside the box or finding new ways of 'doing things' instead of keeping things the way they have always been."
- "Our department is very solution driven without listening to the needs of the team members or clients. I believe arts incorporation could broaden our perspectives."

Desire for future leadership to be open minded and innovative

Many respondents want future leadership to take risks and be willing to "step out of the box," as more than one respondent put it. They want future leadership to be "curious," "creative," and "visionary." Interestingly, a top fear or concern for the future of SWMHP under new leadership is fear of the unknown.

Increased willingness to use arts and culture at SWMHP

After the Artist in Residency program, survey respondents were more likely to "sometimes" or "often" use arts and culture strategies than before the program ("sometimes:" pre-survey, 23.5% and post-survey, 45.0%; "often:" pre-survey, 0% and post-survey, 5.0%) (Figure 3).



Survey respondents only slightly feel more confident in their ability to integrate arts and culture strategies in to their work after the Artist in Residency program (from an average of 3.1 to 3.4 on a scale from 1 to 5 where 1 is strongly disagree and 5 is strongly agree). On average, they were willing to experiment with arts and culture in their work before the Residency and this belief remained fairly consistent after the Residency (from an average of 4.1 to 4.2)

Most respondents found many types of arts and cultural strategies useful for their work

Survey respondents were asked which resident-artist initiatives they found most useful for their work. They could choose as many initiatives as they wanted. And many did (Figure 4). Three quarters (75.0%) of respondents included story circles in their responses. Many respondents also found, SMART series (65%), artist talks (65.0%), and staff-led projects (60.0) useful. Creativity Clubhouse got the least number of mentions (15%).

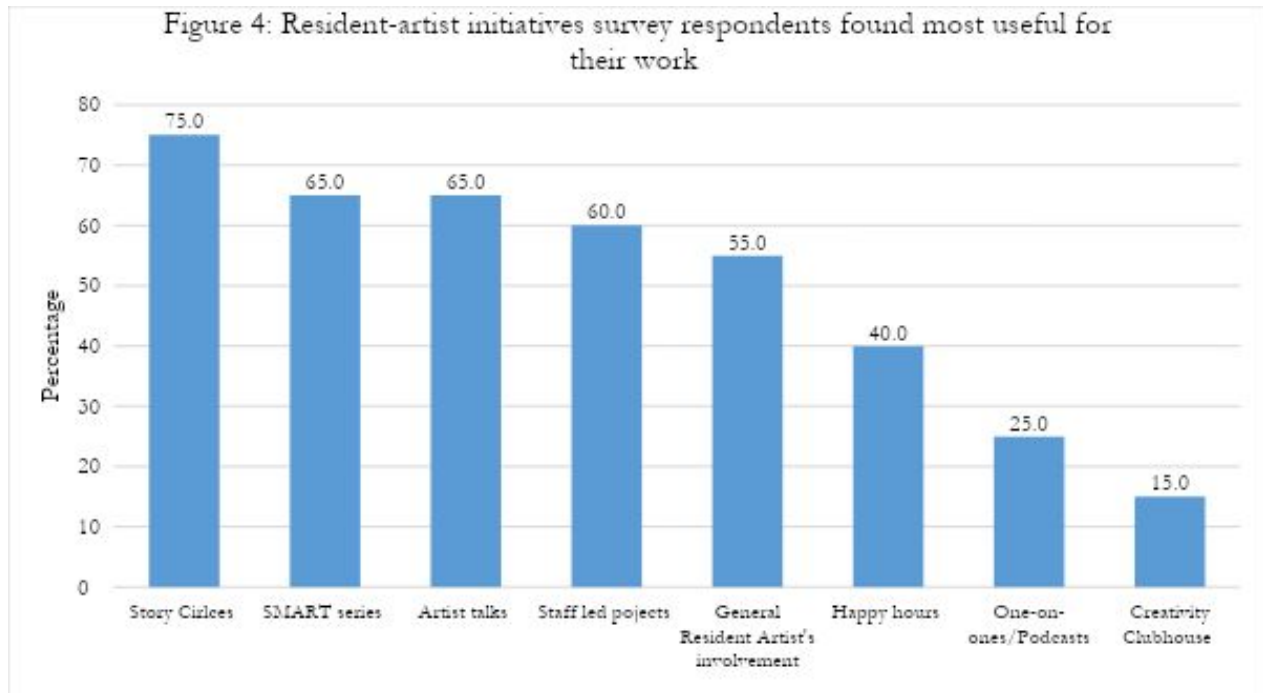


Figure 4 shows that respondents found a variety of strategies useful for their work. When asked in the pre-survey if they were any specific artists or art forms that you are particularly drawn to that you would like to see included in our arts and culture strategies, one respondent wrote, “not an art fan currently.” In the post survey, that same respondent demonstrated an understanding of the value of many types of arts and cultural strategies. “I think someone with a wide realm of creativity would be wonderful. As one medium is not what SWMHP is all about.”

Concerns around continued capacity, including time and financial, amid competing priorities

There was very little change in people’s beliefs that SWMHP (from 3.4 to 3.6 on a scale from 1 to 5 where 1 is strongly disagree and 5 is strongly agree) and their department (from 3.2 to 3.3) has the capacity needed to use arts and culture in their work. Respondents specifically noted time and financial commitment for arts and culture work as a barrier, especially amid competing priorities:

- “We are very busy and it all takes time away from projects to get these types of things started, I’m hoping the payoff turns out to be worth it.”
- “Will it be an added expense to project that we often have trouble finding funding for or that often go over budget already.”

Besides time and financial capacity, several respondents also communicated concerns about the capacity to sustain energy around this work without a continued and explicit arts and culture focus at SWMHP:

- “My main concern is that staff may tend to regress to old habits if there is not a continual presence of a resident-artist or arts/cultural strategies.”
- “We seem to lose our connection as a group of people working together when we don’t have Ashley here with us we go back to being a disconnected crabby group of people”

- “[Using arts and culture in our work] needs to become second nature in order to continue.”

Respondents noted this concern around lack of sustained energy especially given future leadership change: “[My] fear is that new leadership won't be found soon enough to really get that understanding from current leadership and that the board won't have strong understanding of the importance of arts/culture to the work to pass on to new leader.”

Desire for future leaders to be strategic, mission-driven decision-makers

Respondents hope that future leadership can streamline its practices to continue to grow and serve its community. They want future leadership to understand the organization and be willing to make tough decisions. One respondent wants future leadership to be “aware and respectful of limitations, but willing to challenge them in thoughtful and reasonable ways.” A few respondents noted they want future leadership to streamline SWMHP’s practices to be more efficient. Some respondents are fearful that future leaders will lack knowledge and expertise.

When asked about fears or concerns about the future of SWMHP under new leadership, several respondents noted they feared future leaders who aren't mission-driven. One respondent doesn't want a future leader who will be “someone too corporate and/or political will forget about the little people.”

Finally, survey respondents were asked, “As SWMHP is undergoing a major leadership transition, what would you like the future leaders to know about the work of Partnership Art / Artist-Resident(s)?” Every survey respondent answered this question, with nearly each one giving reasons why it's important for SWMHP to continue using arts and culture and working with a Resident Artist.

- “This is who we are now.”
- “I would like them to know how it has changed the way we do things.”
- “How important this role has been and can be for the cohesion of our organization.”
- “Know that Partnership Art, Resident Artists, and the relationships that have been built through A&C work are integral to the organization's well being and successful. It's about positive internal and external impact - need both to thrive.”
- “It is all still very new to many of us, but from what we've seen it has been powerful and meaningful. As we continue to learn and grow with the seed that has been planted within our organization I believe we could really blossom and take off with it if that opportunity still stands.”

[Ashley, I'd also encourage you to include a brief methodology section. Probably at the end or in between the “Key findings...” and the “Key findings unpacked” sections. In this section, I would note how the survey was administered (online), how many people took the pre- and post-surveys, and a rough response rate (for example, did nearly everyone who received the survey fill it out or are there like 50 people at SWMHP and only about a third filled it out...?). Say that all people who took the pre also took the post-survey. And that you added a couple of extra questions in the post survey about the leadership transition. I'd also mention that the survey included multiple choice questions,

Likert-scale questions (ranking a statement from 1 to 5 where 1=strongly disagree and 5=strongly agree), and open-ended questions where people could write in answers.]