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Sandy:

This is rough draft -- but thought these examples of initiatives during past five years, with examples of projects would be helpful.

Will talk to you soon --

Marianne
Significant initiatives since the President signed the Endowment's Reauthorizing legislation on December 20, 1985 include:

Redirection of the Challenge Program

After a long period of examination and field consultation throughout 1986, the agency established "Challenge III" to support exceptional projects that advance artistic excellence, access to the arts, arts appreciation or non-federal support for the arts over the long term.

Challenge III projects look beyond the ongoing needs of the institution to the needs of the art form and audiences served. The program encourages new concepts, fundamental change, or substantial departures from established patterns which can benefit the arts and arts audiences over time. An especially noteworthy aspect of Challenge III is that applications from State Arts Agencies and Consortia (including consortia of State Arts Agencies) are welcome. The first Challenge III grants were made in FY 88.

ATTACHMENT: PRESS RELEASE WITH CHALLENGE EXAMPLES

Reinstitution of Advancement

Between 1983 and 1985, the Advancement Program responded to the institutional development needs of 100 small and moderate size arts organizations that had distinguished themselves artistically, but had not been able to move forward in administrative and management areas.

In 1986 a thorough evaluation of the Advancement Program indicated that it had assisted improvement in a wide range of organizations as shown by a variety of management indicators. Benefits from Advancement participation were observed in all the discipline fields. On the basis of these results, and strong field support for continuation of the Program, a decision was reached to reinstate Advancement beginning in 1988 with increased opportunities for application through each discipline program. Instead of an application deadline every three years for each discipline, applications are now received every year.
This program provides an important opportunity for small and moderate sized arts organizations in communities all across the country to undertake the kind of long range planning that is so critical to their growth and development.

ATTACHMENT: PRESS RELEASE OF ADVANCEMENT EXAMPLES
Establishment of the Locals Program

In 1984 the Test Program of Support for Local Arts Agencies set out to determine the capacity of Federal dollars to increase arts funding at the state and local levels, to improve local processes and planning, and to stimulate the interest of the political leadership in the arts at the local level.

The experiment proved to be successful and in 1987 the Local Program was established. To date Endowment grants totaling approximately $11.7 million dollars have been match by $61.7 million in new public and private funds. The match was approximately 5.3 for each Federal dollar awarded. More than 2,500 communities in all parts of the country, including two special jurisdictions, have been reached through the 63 grants awarded.

Example: In FY 88, a grant of $180,000 was awarded to the Oregon Coast Council for the Arts in Newport, OR. During the three years of the grant, the Council expects to generate $367,000 in new city support in a community of 8,300 residents and a regional service area of 46,600 people.

Example: In FY 88, the South Dakota Arts Council in Sioux Falls received a $150,000 Local Government Incentive grant. This project was undertaken in conjunction with South Dakota's Centennial celebration, and involved a consortium of 15 local arts agencies, 12 of which are in areas with populations under 25,000. At the end of the first year of this three year grant, 12 local arts agencies which had previously received no local funding had raised $126,000 in new city/county funds, with more than $134,000 raised for the second year.

Focus on Arts Education

Over the last 5 years the Endowment has placed a high priority on arts education with the goal of encouraging serious and sequential study of the arts as a part of basic education. In 1988, our two year study on the teaching of the arts in our nation's schools culminated in the publication of Toward Civilization. More than 180,000 of the report have been sold or distributed and it has been endorsed by the U.S. Conference of Mayors, the National Association of School Boards, the professional associations of arts teachers, and a majority of state arts agencies. Collaboration on the state level has been encouraged.

Our emphasis in arts education is now moving toward collaborative work with arts organizations to develop exemplary education projects within cultural institutions.
Initiatives in Discipline Programs

Dance

The National Performance Network (NPN), which began operation in 1986 and is administered by Dance Theater Workshop in New York, links independent artists and small companies with presenting spaces across the country. It is proving to be a vital means of enhancing touring possibilities and presentation of new and under-represented dance. The NPN offers fee subsidy to the presenters for one and two-week residencies of dance artists, in addition to providing coordination of booking. In 1988, the last year for which we have figures, 44 dance residencies were made possible for 32 artists/small dance companies in 25 sites in 17 cities. A number of private partners have participated in this effort, among them the Lila Wallace-Reader's Digest Fund, Ford Foundation, the Rockefeller Foundation, and the Pew Charitable Trust.

Alive From Off-Center began to receive Endowment funds in 1986 to support KCTA-TV in Minneapolis, MN to present the work of contemporary dance artists, most of whom have not previously had national media exposure. Season IV of the series was carried by virtually all public television stations, and was seen by approximately 1.2 million homes. "Alive" continues to attract a notably young audience. Artists whose work has been seen on the series are gaining important exposure, and audiences are seeing experimental work to which they would otherwise have no access.

Design

The Mayors' Institute for City Design was established by the Design Arts Program in conjunction with the School of Architecture of the University of Virginia, the Jefferson Institute, and the U.S. Conference of Mayors to offer a forum for mayors and design professionals to discuss the design of cities and to work through common problems. These highly successful institutes have assisted 61 mayors in 7 workshops held at the University of Virginia, and recently, in a regional version of the Institute at the University of Minnesota in Minneapolis.
Expansion Arts

The Community Foundation Initiative was developed to improve the access to private funders by expansion arts organizations. Funds are awarded to community foundations for up to four years during which time the community foundation must match the award two to one in new private funds each year. The Expansion Arts funds are regranted during the period of the grant, and are restricted to emerging arts organizations, including but not limited to minority artists and organizations in minority communities. The matching funds are deposited in an endowment restricted by its trust instrument to the support of such artists and organizations. Following the four-year grant period, the granting program will continue to be supported by the income from the endowment fund.

To date the Expansion Arts Program has 30 participants in the initiative. With match information available to date, the projection is that by the end of the grant periods for these foundations, our four million dollars will be matched with more than eleven million dollars from local private sources.

The Organizational Development Pilot (ODP) is an initiative created by the Expansion Arts Program, in partnership with specific discipline programs, to help its organizations develop institutionally. The first ODP was undertaken in 1987 (CONFIRM YEAR) with the Dance Program to assist a five dance companies with two year grants (which are reviewed annually) to hire staff, address marketing needs, provide salary support or other such institutional development assistance. The second ODP is currently underway with the Inter-Arts Program to assist up to four ethnic multidisciplinary arts presenters to improve their organizational stability. The initiative with Inter-Arts also includes support for planning towards a network of cultural centers of color which would organize and tour works created by arts groups reflective of specific cultures (i.e. black dance company, Hispanic theater group, etc.).

A Rural Arts Initiative was implemented in 1989 (CHECK YEAR) to assist rural organizations that have considerable potential to develop artistically and administratively. Grants of $40,000 were made to Alabama, Iowa, Louisiana, New Mexico, and South Carolina; a $25,000 grant was made to the state of Alaska for the purpose of regranting to rural arts organizations within their states. The initiative is designed to continue support to each of these states for up to three years, while adding new states each year.

Folk Arts

No new initiatives in the last 5 years.
Inter-Arts

The Inter-Arts Program has restructured its whole program, including initiative areas over the last several years, but there have been no new initiatives per se.

Literature

Through its Special Projects category, the Literature Program recently has encouraged new or improved book distribution activities. In 1990 three organizations received grants totalling $95,000 for projects that represented either an extension of existing distribution activities or new initiatives in this area.

COUNCIL PAGE DESCRIPTION OF GRANTS ATTACHED

Media

In 1988 the Media Arts Program began developing an initiative loosely termed the Twentieth Century Arts Project. Its scope will be the production of series on each of the arts in the twentieth century as the millennium ends. To date a grant has been made to develop a series on music, and proposals are under consideration for theater and photography.

Museums

In 1990 the Museum will award the first grants under its Exhibition Touring Initiative. This program will assist museums and regional and service organizations to develop touring exhibitions to be made available at low rental fees to small institutions, especially those serving rural audiences. The needs of rural audiences and small college and university galleries would be addressed, and the initiative will allow Endowment funds to benefit indirectly small institutions who do not usually to the Museum Program. The first application deadline for this category is in June of 1990.

The Museum Purchase Plan was reinstituted as a Museum funding category in 1988. In the last two years 113 museums have been able to purchase the work of living American artists with the assistance of this program.

Music

A pilot Orchestra Touring Initiative was undertaken in the 1987-88 season involving the St. Louis and Houston Symphony Orchestras. Coordinated by the Mid-America Arts Alliance and co-funded by Southwestern Bell, the pilot was assessed as very effective. The Music Program is considering continuing the initiative if negotiations with private partners prove feasible.
Over the past five years the Theater Program has given individual artists increased access to funding opportunities from the Endowment. Previously, support for individuals was mainly directed to playwrights. In recent years categories have been created to support directors, designers, mimes and other solo performance artists.

Visual Arts

In 1990 the Visual Arts Program plans to collaborate with the Expansion Arts Program in supporting a series of publications to examine the various schools, themes, and styles of African American, Latin American, Asian American and Native American artists. This project addresses the lack of a bibliography on America's culturally diverse visual artists. A planning grant was made by the Expansion Arts Program last year to begin the project.
At the recommendation of the 1989 Literary Publishing Advisory Panel, a portion of the 1990 Special Projects category allocation was set aside to support the encouragement of new or improved distribution activities. Eligible applicants proposed projects that represented either an extension of existing distribution activities or new initiatives.

**COMPAS/Bookslinger**  
St. Paul, MN  
A-90-000721  
$55,000 $25,000 $25,000

To support production and distribution costs of an annual catalog, a quarterly newsletter, a quarterly new title list, and bimonthly genre lists. Bookslinger, a national distributor of small press literature, will publish a series of promotional publications: 1) An annual catalog, listing the entire Bookslinger inventory; 2) A quarterly new title list, which lists all new titles and publishers added since the last catalog; 3) A quarterly newsletter, which spotlights particular titles and presents information about presses and authors represented by Bookslinger; and 4) Bimonthly annotated genre lists, which feature new and backlist titles pertaining to a particular subject (i.e., drama, children's literature, etc.). Bookslinger distributes approximately 50,000 books a year.

PYS: None for this project.

**University of Texas at Dallas/**New American Writing Program  
Richardson, TX  
A-89-015730  
$160,447 $75,509 $45,000

To support selection, promotion, transportation, and display costs, and other related costs, for the New American Writing Program. Founded in 1986, the New American Writing Program was initiated to promote books published by American independent presses internationally, and to help those presses in the acquisition of foreign rights sales and translation agreements, by displaying a selected group of 100 small press titles at West Germany's Frankfurt International Book Fair, the world's largest book fair. In 1988 the American Literary Translators Association joined the project, acting as liaison between foreign publishers and small American presses involved in New American Writing. During the grant period, the New American Writing Program will begin expanding its scope and mission. Plans now include appearances at other international book fairs in addition to Frankfurt, and an extension of its activities into the domestic library sales market, an area of crucial importance in the expansion of the market for small press literary titles.

PYS: 0; $41,708; 0; 0; 0
Small Press Distribution, Inc.

Serendipity Books Distribution, Inc.

Berkeley, CA
A-89-015795

To support plans to increase sales revenues and numbers of sales accounts, and to increase profitability, in the nationwide distribution of small press books during the grant period. Serendipity Books Distribution, Inc., founded in 1969, plans to increase revenues and profitability by: 1) Redesigning its seasonal book lists and its annual catalog, and producing a trade newsletter with supplements of new titles and other information; 2) Improving discounts for booksellers; 3) Conducting an inventory analysis and sales analysis to create new inventory control systems; and 4) Executing major reorganization and "pruning" of existing warehouse stock.

PYS: None for this project.