How To Make and Use a Theory of Change
Presenter Introductions

- Metris Arts Consulting
- Arts Community of Easton
- Department of Public Transformation

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- Arlington County Commission for the Arts
- Arts Administrators of Color Network

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Workshop Goals

1. Understand the components and usefulness of a Theory of Change

2. Hear concrete examples of how arts organizations have made and used Theories of Change

3. Learn how you can center equity in the making of a Theory of Change and in the finished product
Workshop Outline

- Table Discussion 1: Why This Workshop?
- Introduction to Theory of Change
- Table Discussion 2: What is the Change You Want to See?
- Deep Dive 1: Why Develop a Theory of Change?
- Table Discussion 3: What is the Problem you Want to Solve?
- Deep Dive 2: The Process of Developing a Theory of Change
- Table Discussion 4: Who Needs to be Involved in Creating a Theory of Change?
- Q&A
- Next Steps, Closing, & Resources
Table Discussion 1: Icebreaker

- What is your name?
- Where do you work?
- Why did you choose to attend this workshop?
Introduction to Theory of Change: Definition

“A theory of change describes a process of planned social change, from the assumptions that guide its design to the long-term goals it seeks to achieve. . . . Having a theory helps [grantmakers] and their grantees draw logical connections between activities and outcomes. It helps them to articulate exactly what propositions and assumptions their work is testing — and therefore what they should be assessing in their evaluation plan.”
Introduction to Theory of Change: TOC vs. LM

A theory of change...

- takes a wide view of a desired change
- entails thinking through all the steps along a path toward a desired change
- often, but not always, presented as a flow chart.

A logic model

- takes a more narrowly practical look at the relationship between inputs and results.
- often presented as a table listing the steps from inputs or resources to achieve a program goal.
- Some grant makers use separate logic models to chart the implementation components of theory of change.
### Introduction to Theory of Change: LM

<table>
<thead>
<tr>
<th>RESOURCES</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>SHORT &amp; LONG TERM OUTCOMES</th>
<th>IMPACT</th>
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Introduction to Theory of Change: TOC

- MISSION
- ASSUMPTIONS
- TARGET GROUPS
- STRATEGIES
- OUTCOMES
- REFLECTIONS
Introduction to Theory of Change: Examples
Table Discussion 2: What is the Change You Want to See?

- TOC example: Identify the changes this organization wants to affect. What do you notice about how these changes are articulated or displayed?

- What is the change you want to see in your work (your sector, organization, community, etc.)?
Deep Dive 1: Why Develop a Theory of Change?
ACCESS
Eliminate racial/class barriers to arts participation, radical porousness.

ARTS ACTIVITY
Direct participation or even just proximity to a critical mass

HOW (& INTRINSICALLY “GOOD”)
ACCESS “I (we) feel welcome here”
Feeling welcome
“Enough” arts stuff (critical mass)
Shift attitudes re: arts participation

ATTACHMENT “I (we) fit here”
Social connectedness
Appreciation for difference
Sense of belonging
Pride of place

AGENCY “I (we) want to make good stuff happen here”
Empowered
Inspired
Collective efficacy across difference

DESIRED HIGHEST LEVEL IMPACT
PEOPLE MAKE GOOD* STUFF HAPPEN
*Good stuff is collectively determined; may include: economic mobility, social cohesion, safety, health, racial equity, more low income residents involved in the arts, increased business activity, changed dominate NBHD narrative, valuing creativity and imagination, celebrating cultural heritage, neighborhood beautification, unified artistic identity, and intrinsic joy from creative expression/seeing beauty

Institute training for artists
Institute process trains artists how to design projects that drive access, attachment, and agency

Access & attachment drive agency; arts activity also directly drives: access, attachment, agency; circles back to stimulate demand for more arts

The “we” is the social service participants, residents, and neighborhood artists.
ADDING IT UP:
52 PROJECTS
BY 30+ ARTISTS
IN 4 NEIGHBORHOODS

AN EVALUATION OF ARTS ON CHICAGO & ART BLOCKS

JANUARY 2016

METRIS ARTS CONSULTING
ANNE GAIDWA NICODEMUS
RACHEL ENGH
CHRISTOPHER MASCARO

PILLSBURY HOUSE + THEATRE
Our Town Program
Problem Statement: American communities everywhere face a distinctive set of local economic, physical, and/or social challenges. And yet, community leaders are often unaware of solutions that can arise from the successful adoption and integration of arts, design, and cultural strategies.
Our Town Theory of Change Problem Statement

American communities everywhere face a set of local economic, physical, and/or social challenges.

And yet, community leaders are often unaware of solutions that can arise from the successful adoption and integration of arts, design, and cultural strategies.
Arts & Culture, Social Cohesion, and Health Equity
IN COMMUNITIES FACING SOCIAL, HEALTH AND WELLBEING INEQUITIES

Ongoing structural disparities have led to social, health, and wellbeing disparities in American communities. Social cohesion works to alleviate these disparities, notably in historically marginalized communities.

Place-based arts and cultural strategies are well-equipped to amplify social cohesion and build toward more equitable wellbeing.

PLACE-BASED ARTS AND CULTURAL STRATEGIES

THAT PROMOTE COMMUNITY OWNERSHIP
THAT CONNECT PEOPLE
THAT INCLUDE ALL TYPES OF COMMUNITY MEMBERS
THAT HAVE A CONSISTENT PRESENCE IN THE COMMUNITY
THAT AVOID TOP-DOWN TO REINFORCE DESIRED IMPACTS

DRIVE THE DRIVERS

SOCIAL COHESION

OF SOCIAL COHESION

WHICH ENABLES COORDINATED COMMUNITY ORGANIZATION AND ACTIVITY

AND LEADS TO INCREASED EQUITABLE COMMUNITY WELLBEING.

and those feed back into, amplify, and grow SOCIAL COHESION.
ArtPlace Problem Statement

In communities facing social, health, and wellbeing inequities, ongoing structural disinvestment have lead to social, health, and wellbeing disparities in American communities.

Social cohesion works to alleviate these disparities, notably in historically marginalized communities.

Place-based arts and cultural strategies are well equipped to amplify social cohesion and build toward more equitable wellbeing.
Table Discussion 3: Problem Statement

● TOC example: What might the challenge have been or the problem they were trying to solve?

● Now think of your own work: What is the challenge or the problem that you’re trying to solve?
Deep Dive 2: The Process of Developing a Theory of Change
Arts & Culture, Social Cohesion, and Health Equity
Table Discussion 4: Process

- TOC example: Who might have been in the room while creating this Theory of Change?

- Now think of your own work: Who needs to be in the room to create your Theory of Change? How would you ensure a diverse and equitable set of voices represented in the room?
Resources

TOC examples from the workshop:

- Urban Arts Partnership: https://urbanarts.org/impact/
- Santa Cruz Museum of Art & History: http://museumtwo.blogspot.com/2015/03/developing-theory-of-change-part-1.html
- Rockwood Leadership Institute: https://www.pinterest.com/pin/494410865335292347/
- Pillsbury House + Theatre: https://metrisarts.com/evaluations/#AddingItUp

TOC resources we like