



★ ★ ★ *New Community Visions* part of the
Transforming America's Communities Through the Arts Initiative

Arts, Health, & Wellness

Excerpted from *Arts & America: Arts, Culture, and the Future
of America's Communities*

ESSAY BY

Judy Rollins

INTRODUCTION BY

Robert L. Lynch

EDITED BY

Clayton Lord



An Introduction

Dear Reader,

For the last 30 years here at Americans for the Arts, I have had the privilege of visiting and learning about a different community almost every week.

In multiple places in every state, I have witnessed firsthand the magic and majesty of the arts themselves and also their transformative power in helping to tackle social and community issues. Whether in a small town or a major population center, the same breadth of value is present. Magnificent, awe-inspiring performances and museum exhibits exist side by side with arts programs designed to accelerate healing in hospitals; musical performances with the homeless to bring comfort and perhaps new inspiration; hands-on visual and performing arts programs in military facilities to aid returning wounded service men and women in coping with PTSD or recovering from physical injury; or the myriad of other ways that the arts are a part of people's lives.

During my travels, I usually have the honor of meeting hard working local leaders from the government, business, and

education sectors as well as from the arts. When a mayor or county commissioner proudly talks about her home-grown arts treasures—while in the same breath explaining the economic and employment benefits of the arts to her community or the attractiveness of the arts offerings there as a cultural tourism destination—it is clear that the arts are valued as a source of pride and identity and as a positive contributor to growth.

Although the arts have delivered this spectrum of entertainment, inspiration, and transformative value for as long as humankind has existed, they have faced a roller coaster of recognition and marginalization in our country since even before our founding. We are now, however, at a moment where there seems to be an increased recognition of the broad value of the arts. That provides us with an inflection point at which to explore, discuss, and recalibrate what it takes to advance the arts and arts education in America. This book of 10 essays provides an opportunity to look at ideas that might help a community invent or reinvent how the arts fit into it. Our guest authors take a look at the kinds of thinking and mechanisms decision-makers, leaders, and citizens need in order to make the arts more fully part of the quality of experience that every child and every community member gets from living in a particular place.

Americans for the Arts is in the business of helping leaders build capacity for the advancement of the arts and arts education. We work toward a vision that all of the arts and their power can be made available and accessible to every American. The leaders that we help are generating positive change for and through the arts at the local, state, or national levels and across all sectors. Since our founding 55 years ago, we have created materials, management tools, case-making research and data, along with professional and leadership development training to help leaders carry out this important work. About 25 years ago, our publication, *Community Vision*, along with a series of companion pieces, was created to guide the process of expanding capacity for community development through the arts. But a great

deal has changed since then, so we have embarked on the three-year journey to update those tools, look anew at what the arts are doing in communities, and create materials that will help community leaders advance that work today.

In this book, 10 authors focus on just a few of the issue areas that the arts are working in today. These essay topics do not illustrate the only way the arts are working in communities. We are continually looking at other topics in other publications, tools, and discussions to help communities customize their unique approach to involving the arts in addressing their particular needs and goals. Such additional issue areas include: the re-entry of active military service members, veterans, youth at risk, crime prevention, immigration, technology, disease, drug abuse, housing, aging, faith and religion, and perhaps most importantly cross-cultural understanding and equity. This is a partial list of the challenges and opportunities where the arts are playing an important role.

To set some context for the future, we have also included an essay that lays out some thoughts on the history of art in community. My friend, Maryo Gard Ewell, has done more to document the history and sea changes of the last century of arts-based community development than anyone else I can think of. She says that she does it because a field isn't a field if it doesn't know its history. I thank her for her extensive contributions to our database of field knowledge, which Clayton Lord has been able to draw upon for his comprehensive history piece in this book. Maryo is also fond of saying that a field isn't a field without a few heroes in the mix. I count both her and her father, Robert Gard, mentioned in that history, to be among those heroes.

Our field of nonprofit arts organizations and individuals working to advance the arts and to create better communities through the arts is constantly evolving, constantly reinventing an understanding of itself and its role in this great American experiment. But the field

should never waver on the deeply rooted belief in its essential necessity to the world. We are in a period of evolving understanding right now. The broad transformative power of the arts as a means to help create solutions to a broad array of social and economic issues is a big part of the value of the arts in today's American Community.

The rising demand for deeper accountability for what the arts bring to the table in terms of social welfare along with the advent of new sources of data, technology, and processing power to make previously invisible connections visible brings us to a pivotal moment. The arts are poised to be fully integrated into a nuanced, deep, and powerful conversation about who and what is needed to create healthy, equitable communities for everyone.

The arts are valuable. Artists are essential. Arts education is critical to keeping America creative and competitive in order to meet the challenges of the 21st century. The arts are a strong partner in the solution to these challenges and can be even stronger in the future. The arts help transform American communities and the result can be a better child, a better town, a better nation, and perhaps a better world. My hope is that this book of ideas can help in that transformative journey.

Sincerely,

A handwritten signature in black ink, reading "Bob Lynch". The signature is fluid and cursive, with the first name "Bob" and last name "Lynch" clearly legible.

Robert L. Lynch
President and CEO
Americans for the Arts



Arts, Health, & Wellness

— by *Judy Rollins* —

EXECUTIVE SUMMARY

This essay looks at changes in the American healthcare system and the role that the arts may play in positively impacting those changes over the next 10–15 years. In particular, this essay proposes the following trends and associated arts interventions:

- Future healthcare will focus on the healing of the whole person and will specifically focus more fully on preventative care. In addition, a growing shortage of healthcare professionals will lead to a shift in tasks to adjacent professionals and a restructuring generally of the healthcare team. Art and artists have a high potential to become more fully integrated into the healthcare team, entrusted with the care of our citizens, through design, arts-based therapies, and preventative exercise regimens.

- The Affordable Care Act and other new legislation will provide support for mental healthcare for the many people who have lacked access to those services in the past. Artists and creative arts therapists will continue to be among the first responders to trauma and crisis. The arts will also be utilized more fully as therapeutic alternatives to medication and as a way of easing and providing comfort to the families of those suffering.
- As the population of persons 85 and older grows exponentially, so will the need for interventions that can prolong cognitive function, increase quality of life and socialization, and allow for alternatives for a pending shortage of family caregivers. The arts, already known as a good mechanism for dealing with some of these issues, will come into wider use as a way of bettering the lives of our oldest Americans.

— *C. Lord*

The United States has the most expensive healthcare system in the world, leading many Americans to assume that because we pay more for healthcare we get better health or better healthcare outcomes. Evidence indicates that this is not the case. A 2013 Institute of Medicine report ranked the United States near last among 17 high-income nations in several categories, ranging from infant mortality to life expectancy.¹

And although survival rates for some diseases may be better in the United States than in other countries, probably because of better screening, the United States ranks worst among 16 developed countries in preventable deaths.²

Since the U.S. Surgeon General's report in 1979, healthcare experts have endorsed health promotion and prevention activities as the keys to both better health for Americans and lower healthcare costs. A major initiative in this effort was the passage of the Patient Protection and Affordable Care Act (PPACA or ACA) in 2010, which creates an array of programs and funding that offers individuals with improved access to clinical preventative services, provides employers and employees with incentives for workplace wellness initiatives, and creates programs that strengthen the role of communities in promoting those initiatives.

With the implementation of the ACA, the emphasis in healthcare is shifting to disease prevention and health promotion—from crisis management of disease and injury toward wellness. This legislation “will reinvigorate public health on behalf of individuals, worksites, communities, and the nation at large—and will usher in a revitalized era for prevention at every level of society.”³

The ACA coupled with new advances in medical technology, the high cost of healthcare in the United States, and other related issues have healthcare experts and consumers revisiting old and investigating new ways of delivering healthcare.⁴ Anticipated changes promise many opportunities for the arts to make a significant impact on improving health outcomes for the people of our nation.

Integrative medicine, of which the arts are considered a part, will play a more prominent role in health and wellness. Integrative medicine combines the strengths of conventional medicine with effective and safe approaches in complementary and alternative medicine: botanicals and natural products, mind-body-spirit interventions, manipulative and body-based therapies, energy therapies, and whole medical systems (e.g., traditional Chinese medicine).

A number of individuals and agencies have attempted to articulate an overall vision for the future of healthcare. The following excerpt from the Committee on the Robert Wood Johnson

Foundation Initiative on the Future of Nursing seems to capture and succinctly summarize the significant elements from many of these reports:

The committee envisions a future system that makes quality care accessible to the diverse populations of the United States, intentionally promotes wellness and disease prevention, reliably improves health outcomes, and provides compassionate care across the lifespan. In this envisioned future, primary care and prevention are central drivers of the healthcare system. Interprofessional collaboration and coordination are the norm. Payment for healthcare services rewards value, not volume, of services, and quality care is provided at a price that is affordable for both individuals and society.⁵

With the overarching changes predicted for the future of healthcare, it is unlikely that any area of healthcare will remain untouched. Potential exists for a robust role for the arts in addressing implications for changes, especially those related to systems of care, mental health, and the aging population.

SYSTEMS OF CARE

With a national, state, and local emphasis on prevention and health promotion, healthcare experts and consumers are looking at old and new ways of delivery, in particular, person-centered accountable primary care.⁶

Future healthcare will address the whole person, not just the ill or injured bits. This differs from the traditional healthcare model in which the healthcare practitioner provides patients with a set of instructions or steps to follow without their input and without assessing their readiness to change.⁷ This holistic approach, called *whole person caring*, helps foster optimal health and wellness, with particular awareness to the person's physical, mental, emotional, and spiritual dimensions and

needs. This awareness is critical for successful prevention efforts.

Primary care physician practices are viewed as the place from which delivery systems have the best chance of transforming from reactive to preventative—from dealing with illness to promoting wellness. A growing number of primary care practices will join the 10 percent of their colleagues who have established Patient-Centered Medical Homes (PCMHs), which focus on what patients want, the patients themselves, and all of their healthcare needs.⁸

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The healthcare team itself will be redesigned. A recent Brookings Institution report predicts a shortage of 130,000 physicians and 260,000 registered nurses by 2025.⁹ Some communities will deal with the shortage by relying on task shifting—taking jobs normally restricted to specialized professionals and turning them over to people with far less training in health—in order to reach underserved groups. Task-shifting does not necessarily mean second-class care; in fact it sometimes produces better results than the specialists do. When care involves behavioral change, less training can be an asset rather than a liability.¹⁰

The nature of the arts, with its focus on personal choice and self-expression, renders it a perfect tool for assuring person-centered care and care for the whole person. A patient’s goals, thoughts, needs, and desires are often more easily and comprehensively expressed through a poem, painting, song, or story than through an interview or questionnaire.

Community artists and local arts organizations will have many opportunities to be involved in the health and wellness sector. As

healthcare delivery moves from the hospital bedside to the community, the artist will follow. Artists can play an important role in primary care clinics, creating meaningful moments for patients and families in waiting areas and providing arts experiences to help distract them from discomfort or painful procedures. From clinic design and furnishings to art on the wall, sculptures, fountains, and gardens, the physical design of healthcare settings can also contribute to either positive or negative outcomes for patients. Artists and designers can enhance healing by creating beautiful environments; musicians can fill these spaces with comforting sounds.

Artists might be interested in task-shifting opportunities. Could a dancer visit a patient at home to introduce dance as a way to improve the individual's exercise habits? Health promotion activities are often ignored because they're not enjoyable;¹¹ perhaps an artist offering dance, music, or colorful fruits and vegetables for creating gorgeous art on a plate might capture and maintain patients' interest in prevention and health promotion.

The reinvigorated role of public health will benefit from an infusion of the arts. Public health programs that use the arts to focus and clarify health messages have been found to enhance understanding and retention of information and to encourage the sharing of information in a way that is accurate and that spurs greater behavioral effects in those reached indirectly.¹²

As an example, reacting to the alarming rate of childhood lead poisoning in Washington, DC, students at WVSA Arts Connection's arts-infused employment training program for youth with disabilities created artistic posters with easy-to-read, actionable messages about lead poisoning. The posters went up in 50 of the city's healthcare facilities urging parents to have their children tested. The following year, double the number of children had been tested compared to the previous year. More than 300 children tested in the danger zone.¹³

MENTAL HEALTH

Mental and substance use disorders are the leading cause of non-fatal illness worldwide.¹⁴ According to the National Institute of Mental Health, mental disorders affect tens of millions in the United States each year, including one in five children. Overall, only about half of those affected receive treatment.¹⁵

Because mental health is essential to overall health and well-being, future healthcare initiatives will seek to recognize and treat mental health issues with the same urgency as physical health. Mental health will also become an increasingly important part of the public health mission in preventing violence, suicide, bullying, and other issues that have a dramatic effect on Americans of all ages.

The ACA will provide one of the largest expansions of mental health and substance use disorder coverage in a generation,¹⁶ and it may stop the cycle of poverty associated with mental illness. Poverty, drug use, and homelessness are often the result of undiagnosed or undertreated mental health problems.¹⁷ The future will see an increase in the use of collaborative care models that include access to medical and behavioral health services, social work services, housing and employment services, and case management, all together at one site. Individuals with mental disorders are frequently marginalized or seen as expendable members of society; the ACA will provide some respite, relief, and hope to those patients and their families.

Finding ways to support family members caring for a relative with mental illness must also be a priority. Because of the stigma associated with mental illness, we often know very little about the day-to-day lives of family members of individuals with mental disorders. For example, after the shooting at Sandy Hook Elementary School in 2012, a mother of a 13-year-old son broke the silence and described her experience: “I live with a son who is mentally ill. I love

“The future will bring improved recognition and acknowledgement among arts and health practitioners of the possibilities and limitations of their work, which are especially important in the mental health arena.”

my son. But he terrifies me.”¹⁸

The future will promote a much needed family-centered approach to mental healthcare.

Creative arts therapists have the appropriate education, experience, and certification to safely and effectively provide therapeutic interventions for people with mental health disorders. With ACA funding providing increased access to mental health treatment, more full-service community clinics will appear to meet the diverse needs of individuals with mental

health disorders and their families. There will be an increased need for creative arts therapists to serve on multidisciplinary teams.

Artists and creative arts therapists will continue to be among the “first responders,” helping people cope with the horrors of crisis, such as school shootings or natural disasters. They will also help patients and families cope with difficult situations such as military deployment or injuries.

The arts are increasingly being considered a part of integrated medicine and included in discussions about mind-body-spirit interventions. Research in this area is already moving forward. In February 2015, the National Initiative for Arts & Health in the Military partnered with the National Center for Complementary and Integrative Health for a summit to explore the latest research and gaps in research on arts and health in the military.

The future will bring improved recognition and acknowledgement among arts and health practitioners of the possibilities and limitations of their work, which are especially important in the

mental health arena. Efforts are underway to more clearly define the continuum of arts and health practitioners that includes artists and performers, artists-in-healthcare, creative arts therapists, health professionals who integrate arts activities into their approved scope of practice and/or the environment of care, and frequently artist representatives of those being served (e.g., a veteran with post traumatic stress who writes poetry).¹⁹

Family-centered mental health clinics will offer support groups for family members. Some groups will be led by creative arts therapists who can offer participants the arts as tools to express, share, and work through their experiences. Also, artists will work in partnership with social workers, psychologists, nurses, and other mental health specialists who lead support groups to promote support group goals. For example, in one support group session for parents of teens with mental health issues, a visual artist facilitated a group mural, which increased participant interaction and fostered peer-to-peer parent support.

Practitioners will take advantage of opportunities for professional development. For example, artists will improve their ability to respond to people with mental health issues by taking courses such as Mental Health First Aid, an in-person training that teaches participants how to help people developing a mental illness or in a crisis.

AGING POPULATION

The U.S. Census Bureau projects that the population age 85 and older could grow from 5.5 million in 2010 to 19 million by 2050. Some researchers predict death rates for older adults will decline more rapidly than the Bureau's projections, which could lead to an even faster increase of this population.

Growth will occur in long-term geriatric care, especially for dementia care. In 2010, 15 percent of Americans older than age 70 had dementia, and the number of new dementia cases among

those 65 and older is expected to double by the year 2050.²⁰ As the Baby Boomer generation ages, many older adults will require dementia-related long-term services and support. Care needs for persons with dementia will evolve toward an ever-greater intensity of care, from family care settings to formal home and community-based services to institutional care, and will shift from acute care to skilled nursing care to institutional care or formal home- and community-based services.

As much as 80 percent of long-term care (for all conditions, not just dementia) is provided by informal caregivers (family care), which is unsustainable. As the median age of the population trends upward, a growing imbalance will exist between the number of people needing care and family caregivers available to deliver it. The majority of formal caregivers who provide long-term care are direct care workers, including nursing aides, home health aides, and personal- or home-care aides. A main contributor to poor quality of life, poor quality of care, abuse, and neglect in nursing homes has been attributed to inadequate training of the formal workforce.

The future of the arts and an aging population will bring us closer to seeing what is possible with aging in a variety of settings for older adults, (e.g., senior centers, long-term care communities, hospice, the home). Artists will have the opportunity to provide meaningful arts experiences that are person-centered, focus on healing rather than curing, enable a change in perception achieved by learning something new, encourage meaningful engagement, and promote a sense of being heard and valued.²¹

Federal agencies have begun to prepare for the future. In 2012, as part of a Federal Interagency Task Force on the Arts and Human Development, the National Endowment for the Arts (NEA) and three units within the National Institutes of Health requested the National Academy of Sciences convene a public workshop about research in arts and aging. The workshop identified research

gaps and opportunities to foster greater investment in promising arts-related research that can seed interventions to improve quality of life for older adults.²²

Participation in arts interventions has been linked with improving cognitive function and memory, general self-esteem and well-being, as well as reducing stress and other common symptoms of dementia, such as aggression, agitation, and apathy. Some interventions promote social interaction, which has multiple psychosocial benefits. Engaging in the arts can also reap physical benefits. For example, research on Parkinson's disease suggests that dance temporarily relieves some symptoms of Parkinson's and aids short-term mobility.²³

Artists will engage in training from organizations such as the National Center for Creative Aging (NCCA) to prepare to work effectively with the increasing number of older adults with dementia as they move toward ever-greater intensity of care. Artists will implement arts programming to help family members and staff members cope with the stressors of caregiving. Other programs will teach family members or staff arts activities to use with older adults to make tasks of daily living more enjoyable and meaningful.

There also is an important role for designers and visual artists in the well-being and quality of life for older people. The design of residential buildings can affect the amount and quality of social interaction, physical activity, cognitive stimulation, and emotional well-being of residents. Landscaping, traffic flow, building materials, and design of activity hubs all contribute to the success or failure of a residential facility as a thriving community for older adults.

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In the coming years, every area of the healthcare system will feel the impact of change. The arts and health movement in the United States began with a focus on arts programming in hospitals. Now, with an

emphasis on prevention and health promotion, arts programming will join healthcare delivery in community settings. While artists continue to serve the ill and injured, promoting arts initiatives focusing on prevention and health promotion can lead to lower costs and, most important, better health outcomes for our citizens. The arts can play a significant role in achieving this success.

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Arts in Healthy Communities: Additional Discussion and Resources

The Transforming America’s Communities Through the Arts initiative, of which New Community Visions is a part, is an effort by Americans for the Arts and our partners to explore more deeply the important, symbiotic structure of America’s modern communities and to better understand the role that the arts can play in amplifying the positive impacts of the many sectors that exist inside every community.

This book has focused on 10 sectors, but Americans for the Arts generally has identified 30 sectors that we believe need to be considered when talking about creating and maintaining a healthy community, many of which can be aided by arts and culture.

In the efforts encompassed by Transforming America’s Communities Through the Arts, as well as in the day-to-day work of Americans for the Arts going back nearly 60 years, we continue to pursue an expanded, better appreciated, and better understood role for the arts in healthy community development and maintenance.

For more resources related to the varied role of arts in community development, we recommend exploring the following Americans for the Arts resources—as well as the Americans for the Arts website in general—and the many great resources outlined in the endnotes of each essay.

New Community Visions

Keep track of the progress of New Community Visions by visiting www.AmericansForTheArts.org/CommunityVisions

Arts and the Military

Americans for the Arts is a founding partner of the National Initiative for Arts & Health in the Military, and hosts the partnership’s website, www.ArtsAcrossTheMilitary.org, where you can

review full text of reports related to the role of arts in the lives of active military, veterans, and their families along with a list of upcoming events, a national network directory, and more.

Arts and the Economy

For more than 20 years, Americans for the Arts has been at the forefront of measuring the economic impact of the arts on American communities and the United States, most visibly through the Arts and Economic Prosperity reports (www.AmericansForTheArts.org/AEP). Americans for the Arts also generates bi-annual Creative Industries reports on all U.S. counties, and is working to launch a new program called the Institute for the Creative Economy as part of the Transforming America's Communities Through the Arts initiative. Find out more about both at www.AmericansForTheArts.org.

Arts and Business

Americans for the Arts has a robust set of programs and trainings around the role of the arts in the private sector, most notably the pARTnership Movement, which showcases the role that the arts can play in bettering businesses and other private sector organizations (www.pARTnershipmovement.org).

Arts and Civic Engagement

For more than a decade, the Animating Democracy Initiative of Americans for the Arts has been exploring and developing the academic literature, case studies, and general knowledge and vocabulary around arts and civic engagement, social justice, and community health (www.AnimatingDemocracy.org).

Arts and Education

Americans for the Arts' arts education programming is a cornerstone of our belief in the role of arts in developing the communities of the future (www.AmericansForTheArts.org/ArtsEd). We work with more than 30 other arts education organizations across the country on advocacy, research, policy, and capacity-building. We also implement large-scale programs and partnerships like the Arts Education State Public Policy Pilot Initiative (www.AmericansForTheArts.org/SPPP), which seeks to encourage innovation around the adoption or adaptation of core arts standards in education at a state level, and the Arts Education Navigator series (www.AmericansForTheArts.org/ArtsEdNavigator), which creates easy-to-use advocacy plans and tools for parents, students, and teachers, as well.

In addition to these specific areas of work, Americans for the Arts also houses a trove of research, policy, and practice documents for arts organizations, local arts agencies, and others in the arts sector through our website, www.AmericansForTheArts.org

Arts and America: Arts, Culture, and the Future of America's Communities

With contributions from Felipe Buitrago Restrepo, Rosa M. Cabrera,
Ian Garrett, Talia Gibas, Brea M. Heidelberg, Clayton Lord, Robert
L. Lynch, Laura Mandala, Judy Rollins, Judith Tannenbaum,
Constance Y. White, and Laura Zabel

Edited by Clayton Lord

Additional editing by Elizabeth Sweeney, Jeff M. Poulin,
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ABOUT THE NEW COMMUNITY VISIONS INITIATIVE,
PART OF TRANSFORMING AMERICA'S COMMUNITIES
THROUGH THE ARTS

The essays in *Arts and America* collectively form the first phase of an initiative called New Community Visions—a national visioning exercise for local arts agencies, arts organizations, artists, and those interested in better understanding the future role of arts and culture in helping American communities thrive.

New Community Visions is part of a sustained, three-year suite of large-scale initiatives from Americans for the Arts that are together called *Transforming America's Communities Through the Arts*. Through those initiatives, we hope to:

- generate dialogue on a national, state, and local level around the creation and sustainability of healthy communities;
- activate a diverse set of programming and partnerships spanning public, private, and nonprofit sectors;
- lay the groundwork for a collective movement forward over the next decade and beyond;
- and help leaders and the public better understand and celebrate arts and culture as mechanisms for creating and sustaining healthier, more vibrant, and more equitable communities in the United States.

www.AmericansForTheArts.org/CommunityVisions

This project is made possible through an ever-growing list of funders, partners, and advisors.

FORUMS CURATOR AND DOCUMENTARIAN

Michael Rohd and the Center for
Performance and Civic Practice
Margy Waller and the Topos Partnership

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NEW COMMUNITY VISIONS ADVISORY COMMITTEE

The New Community Visions Advisory Committee, which has informed the nature and trajectory of the project, includes:

- Jennifer Cole, Metro Nashville Arts Commission
- Deborah Cullinan, Yerba Buena Center for the Arts
- Carla Dirlikov, opera singer
- Randy Engstrom, Seattle Office of Arts & Culture
- Tatiana Hernandez, Hemera Foundation
- Maria Rosario Jackson, The Kresge Foundation
- Michael Killoren, National Endowment for the Arts
- Ron Ragin, composer and artist
- Holly Sidford, Helicon Collaborative
- Nick Slie, performing artist, Mondo Bizzaro
- Regina R. Smith, The Kresge Foundation
- Katie Steger, The Andrew W. Mellon Foundation
- Carlton Turner, Alternate ROOTS
- Nella Vera, Serino/Coyne
- Laura Zabel, Springboard for the Arts

REGIONAL, STATE, AND LOCAL PARTNERS

The regional gatherings associated with New Community Visions would not have been possible without the participation of this growing list of regional, state, and local partners who have contributed thought leadership, proposed the names of participants, and assisted in crafting the regional events.

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Regional

- Arts Midwest
- Mid Atlantic Arts Foundation
- Mid-America Arts Alliance
- New England Foundation for the Arts
- SouthArts
- WESTAF

State

- California Arts Council
- Georgia Council for the Arts
- Minnesota State Arts Board
- New Mexico Arts
- Oklahoma Arts Council
- Oklahomans for the Arts
- Pennsylvania Council on the Arts
- Vermont Arts Council
- West Virginia Division of Culture and History

Local

- Allied Arts
- Arts & Business Council of Greater Philadelphia
- Arts Council of Oklahoma City
- Burlington City Arts
- Philadelphia Office of Arts, Culture and the Creative Economy
- City of San Jose Office of Cultural Affairs
- City of Santa Fe Arts Commission
- Clay Center for the Arts & Sciences of West Virginia
- Creative Santa Fe
- Cultural Development Corporation
- Flynn Center for the Performing Arts
- Greater Philadelphia Cultural Alliance
- Macon Arts Alliance
- Metropolitan Regional Arts Council
- Minneapolis Office of Arts, Culture, and the Creative Economy
- Norman Arts Council
- Oklahoma City Office of Arts & Cultural Affairs