

Welcome! **This survey is designed specifically for those who work with artists.**

THINK OF ARTISTS THRIVE LIKE A NAVIGATION SYSTEM

Artists Thrive helps us see where we are in our work, where we want to go, what is important to measure, and how we can improve in ways that benefit everyone involved. Artists Thrive is meant to be customized, adapted, and applied to many situations to support your work. These tools can also be used again and again as a reference point for assessing and prompting value-driven action at all levels: individual, organizational, governmental unit, business, community collaboration, partnership, artist collective, etc. With Artists Thrive, you measure what matters to you, and you are guided toward continuous improvement over time.

TIPS FOR JUMPING INTO ARTISTS THRIVE

- **Consider who your “we” is** and how that might change when using the tool for different projects and contexts. You name it and you can frame it within the tool! This survey is sharable - so feel free to complete it for a project and then share it with colleagues to see if they agree and set clear expectations for the outcomes you are working towards.
- **Pick and choose** what’s useful for you. Every row may not apply to you and you should feel free to customize it to make it your own.
- **Dive in where you want** and don’t feel obligated to complete the assessment survey. If you need to stop midway, simply scroll to the end of the survey and make sure you bookmark the page to save your answers.
- **Bring a generous spirit.** This is a tool about growth and self-improvement, not judgement. Try using the tools to coach and incentivize yourself and your peers. Help each other reach the next level of improved performance.
- **Fill in gaps:** No single individual or organization can go it alone in changing conditions for artists to thrive. You can use the tools to identify the categories that you might lead on and those where you may need partners for support.

ADVOCACY				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Artist Led Organizing	We don't support artists who self-organize around their issues and goals.	We are open to listening to artists who self-organize, and we may include their ideas in our advocacy work.	We offer some support to artists who self-organize, and we make space for their voices in local and national conversations.	We celebrate, resource, and build capacity among artists who self-organize. Together we strategize and share power to build local and national artist-centric advocacy platforms and long-term change.
Integrating Artists' Issues	Artists' issues are not specifically addressed in our advocacy work.	We have limited mechanisms for incorporating artists' issues and perspectives into our advocacy work.	We have mechanisms for seeking and understanding artists' issues and perspectives, and these are a key component of our advocacy work.	We have effective mechanisms for seeking and understanding artists' issues and perspectives, and these are central to our advocacy work.
Policy & Agenda Setting	We do not include artists in policy, funding or related advocacy conversations or actions, though we often ask artists to endorse our policy platform.	We occasionally invite selected artists into policy, funding and related advocacy conversations, and we pursue artist issues when they dovetail with our advocacy platform.	We regularly seek early input from artists to build inclusive conversations on policy, funding, and related advocacy agendas, and we often advocate with artists.	We directly engage with a diverse and full range of artists, especially those who have been historically excluded from policy conversations, to develop policy, funding, and related advocacy agendas. Together we pursue and refine advocacy goals and develop new solutions.
Artist Advocacy Within Your Organization	We do not invite artists into organizational leadership roles that allow them to influence strategy within the organization.	We occasionally invite an artist into an organizational leadership role, but with limited representation there is no real opportunity for artists to influence the strategic direction of the organization.	We have dedicated opportunities for artists to be in organizational leadership roles and they have actual power to influence organizational strategy.	We hold artist leadership as a core value and practice it throughout our organizational structure and operations. Artists have actual power and deep influence over organizational strategy and culture.
Artists As Civic Leaders	We do not advocate for representation of artists in community leadership roles including elected and appointed positions and board and committee service.	We generally support artists when they take the initiative to pursue community leadership roles including elected positions and board service.	We seek out opportunities and encourage artists in pursuing community leadership roles including elected positions and board service.	We work together with artists to identify and create opportunities and provide resources for artists to develop strengths and skills in artists pursuing community leadership roles and building leadership pipelines, including actions related to elected positions and board service.

ARTISTS WORKING IN COMMUNITY				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
<p>Arts sector readiness</p> <p><i>(this row generally applies to arts serving organizations)</i></p>	<p>We do not have the capacity or interest to help artists who want to work in community.</p>	<p>We have some interest in supporting artists who want to work in community, but our capacity is limited, and we are not contributors to this artistic practice.</p>	<p>We are interested and are building staff capacity and budget resources to support artists working in community. We are beginning to connect to leading practitioners in this practice, to share our learning with the field, and to communicate the aesthetic value of this practice.</p>	<p>We amplify the value of art and artists in creating a more humane society and have dedicated expertise, processes, and budget allocations for supporting artists, creatives and community members who want to work together in community. We are committed to building this practice, including sharing our knowledge, building learning networks in and beyond the arts sector, and elevating the aesthetic value of this practice.</p>
<p>Non arts sector readiness</p> <p><i>(this row generally applies to community serving organizations without a history of including artists)</i></p>	<p>We do not consider engaging artists in our work with communities.</p>	<p>We have just begun to consider artists in or work with communities, but we have little understanding of artistic practice and no formal mechanisms for artists to connect with us or for us to identify, invite or support artists in our work.</p>	<p>We see the benefits of engaging artists in our work with communities and we have put in place mechanisms for artists to get involved at the beginning of our community engagement.</p>	<p>We promote the value and practice of artists working in community and we have strong outreach, resources, mechanisms, and feedback loops to develop and expand opportunities for creatives to stand as equal partners in helping communities reclaim and re-envision civic spaces.</p>

ARTISTS WORKING IN COMMUNITY – CONTINUED				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Awareness of examples of change	We are not up to speed on positive practices or examples of change regarding artists working in community.	We have some awareness of positive practices and examples of change regarding artist working in community, but we are not well versed in utilizing them and hope that good intentions will lead to good results.	We track and try to utilize positive practices and examples of change that support collaboration between artists and community. We listen and reflect during artist-community projects, gaining insights into histories, cultural differences, and power.	We actively track, utilize, and contribute to positive practices and examples of change that support collaboration between artists and community. We also build tools for listening and reflection before, during and after artist-community engagement, so that we constantly deepen our awareness, connections, and support for emergent practices.
Professional Development	We do not provide professional development and/or training opportunities for artists working in community.	We provide some access to professional development and/or training opportunities for artists working in community.	We offer regular professional development and training for artists working in community. Concerns about access and equity are addressed in this work.	We are committed to advancing professional development with, by and for artists and contributing to best practices regarding artists working in community. Equity, access and cultural competency are embedded in this work.
Collaboration	Collaboration is impacted by existing regulatory and political power structures. These factors limit the ways in which assets and skills brought by community, artists and other partners can coalesce into new community expressions and solutions.	Collaboration is still influenced by existing regulatory and political power structures, but assets and skills brought by community, artists and other partners begin to break barriers and lead to new civic expressions and solutions.	Collaboration is accentuated by the assets and skills brought by community, artists and other partners in ways that disrupt existing power structures and enable new civic expressions and solutions begin to emerge.	Collaboration is guided by the assets and skills brought by community, artists and other partners in ways that redefine power and unleash new civic expressions and solutions. The process is marked by co-creation, power sharing, mutual learning, and ongoing relationship building.

FUNDING INDIVIDUAL ARTISTS				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Funding Guidelines	We have restrictive funding guidelines that focus on the outcomes of the art project and do not consider the artistic process.	We have fairly restrictive funding guidelines that are occasionally reviewed by artists, yet the focus on the art project outcomes takes priority to the artistic process.	We have funding guidelines that are informed by artists and balance the project outcomes with artistic process considerations, such as professional lifecycle supports, diverse ways of creating, and other creation needs.	We have robust and holistic funding guidelines that are co-created with artists and others to center the artistic process and prioritize things such as professional lifecycle supports, diverse ways of working, flexible mechanisms for getting money to artists, and other needs.
Funding Processes	Our eligibility, application, payment, and reporting processes do not consider the needs of individual artists.	Our eligibility, application, payment, and reporting processes can be adapted for individual artists, but the process strongly favors organizations and others familiar with grant writing.	Our eligibility, application, payment, and reporting processes include tracks for individual artists that are streamlined and straightforward. We also include technical support for artists completing applications.	Our eligibility, application, payment, and reporting processes for artists are designed by artists and offer multiple vehicles for funding, various methods for submission, and options for accessing funds. We offer technical support during the application process and follow up with feedback afterward.
Funding Organizations That Fund Artists	If/when we fund organizations, we do not assess their practices around access and inclusion of artists or whether artists help shape the organization's funding processes.	If/when we fund organizations, we sometimes assess their practices around access and inclusion of artists, how artists are compensated, and whether artists help shape the organization's funding processes, but these are not our main funding considerations.	If/when we fund organizations, we assess and prioritize their practices around access and inclusion of artists, how artists are compensated, and whether artists help shape the organization's funding processes.	If/when we fund organizations, our primary assessment tool looks at their values, practices and cultural competencies around access and inclusion of artists, how artists are compensated, and how artists help shape the organization's funding processes. We have feedback loops to hold ourselves and funded organizations accountable to these goals and we also offer resources to assist organizations in building these practices and relationships with artists.
Funding New Work	We have no mechanism for supporting new work by individual artists.	We occasionally fund individual artists to create new work, but only through our established funding practices for organizations (example: fiscal sponsorship, etc.).	We have dedicated funding mechanisms and criteria for the creation of new work by individual artists. Our practices consider specific needs of individual artists.	We have dedicated and well-resourced funding for individual artists to create new work. Our practices for funding individuals are continually optimized for the specific needs of individual artists.

FUNDING INDIVIDUAL ARTISTS – CONTINUED				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Funding Transparency	Transparency is not a priority for our funding process.	Transparency is a consideration for our funding process, but we only share demographics and other detailed information upon request.	Transparency is important to the development and application of our funding process, and we share our processes, demographic data, and other detailed information publicly.	Transparency is a central tenet to the way we develop and apply our funding processes. We prioritize the sharing of our processes, demographic data, and all other detailed information publicly. We are also part of peer groups learning and sharing information about funding power dynamics, and advocate for the adoption of positive practices throughout and beyond the cultural sector.

ORGANIZATIONAL CAPACITY				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Resources for Artist Services	We rarely prioritize funding and resources to directly meet artists' needs.	We occasionally prioritize funding and resources to directly assess and meet artists' needs.	We frequently prioritize funding and resources to assess and directly meet artists' needs. This includes leveraging multiple revenue streams to ensure broad support and sustainability (e.g., use of general operating budget, grants, individual donors, and fees for services).	We almost always prioritize funding and resources to assess and directly meet artists' needs. This includes leveraging multiple and diverse funding sources for working with artists, risk taking, and cultivating funders and collaborators for long-term capacity support that covers a healthy arts ecosystem (i.e. benefits, affordable space, training, diversity and inclusion investment, board support, and ongoing consulting, leadership development, etc.).
Staffing	Staffing is high turnover/start-up and there is almost no time, expertise, or capacity to understand, work with or provide resources directly to artists.	Staffing is limited and there is little time, expertise, or capacity to understand, work with or provide resources directly to artists.	Staffing is adequate and there is some time, expertise, and capacity to work with and provide resources directly to artists.	Staffing is robust and there is ample time, expertise, and capacity to co-craft resources with artists and provide resources directly to artists.
Training To Work With Artists	We rarely support or invest in staff professional development.	We occasionally support and provide limited investment in professional development. Select staff who work with artists may seek and obtain skills to work with artists, but we don't see this training as essential for all staff.	We often support and invest in professional development opportunities for employees at all levels. We offer several opportunities to build skills to work with artists, and we encourage employees to share learning with other staff.	We very frequently support and continuously invest in professional development throughout the organization. We integrate training that builds skills to work with artists and work to advance leadership in this area so we can work authentically and effectively with artists as our partners.

ORGANIZATIONAL CAPACITY – CONTINUED				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Artist Staff Members	Our hiring and retention processes rarely take into account whether an individual is an artist.	Our hiring and retention processes sometimes account for individuals who are artists, but our structures are not built to foster their creativity outside of the role they were hired for.	Our hiring and retention processes include a commitment to hiring artists. We often foster their creative expression in and beyond their roles and we sometimes support their creative process with structures such as flex time and benefits that enable them to advance their craft.	Our hiring and retention processes seek to embed artists throughout the organization. We prioritize their creative expression at every level of organizational development and operations, and we consistently support their creative process with structures such as flex time, remote work, and position sharing, plus benefits that enable them to advance their craft.
Evaluation	We do not have any mechanisms to measure or evaluate our work with artists.	We have limited measures to evaluate and improve our work with artists.	We have various measures and pre/post evaluation for our work with artists. We intend for the feedback to shape our efforts and improve conditions for artists.	We have robust and ongoing quantitative and qualitative assessments of work in partnership with artists. Our formalized paths for artist input and feedback occur at all stages of work and form the basis of our strategy development and improved conditions for artists.
Board Connections To Artists	Our board rarely works directly with artists.	Our board occasionally invites artists to board meetings, but artist feedback is not prioritized in their fundraising, governance, and strategy work.	Our board consistently invites artists to board meetings to get direct input and advice and sometimes includes artists in board membership. They are committed to working with artists and this is reflected in their fundraising, governance, and strategy work.	Our board membership includes artists and related experts who are fairly represented on the board and fully empowered to speak for other artists in advancing the value and roles of artists in our work and in society at large. This value on artist engagement is reinforced in board selection and leadership development, strategic planning, governance, dedicated fundraising, succession planning, and more.
Effecting Widespread Change	Organizational structure and culture is not designed to effect change that could widely improve artists' work conditions and lives.	Organizational structure and culture is not always in sync about effecting change for artists, resulting in uncertain efforts to widely improve artists' work conditions and lives.	Organizational structure and culture supports learning and action to effect change that could widely improve artists' work conditions and lives. Leadership sees this as important to the mission.	Organizational structure and culture is intentional about regularly working with artists in effecting change that could widely improve artists' work conditions and lives. Leadership is willing to spend political capital on critical issues and champion improved conditions for artists.

PAYING ARTISTS				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Artist Compensation Framework	We almost always ask artists to donate their time and assume the exchange for exposure is compensation enough.	We sometimes compensate artists for work as budgets permit. (i.e., we don't always account for full costs of labor or living wages).	We typically compensate artists for their work and account for full costs of labor and living wages, and sometimes advocate for fair pay to artists overall, but we do not have robust processes or policies on this topic.	We work with artists to create continuous processes, policies and practices on artist fee structures that integrate full costs of labor and living wages. We apply this structure in every transaction and initiative with artists, and we share what we learn and advocate for fair pay and a high standard of living for all artists.
Transparency	We pay artists at our discretion and there is no transparency about artist fees.	When asked, we will disclose how we arrived at an artist's fee, but we do not have a standard process for determining fees and fees can fluctuate depending on our budget.	We have a consistent fee structure that we share publicly and make available prior to starting projects.	Our fee structure is set in collaboration with artists and prioritized in our budget process. The structure and process are shared publicly and always available prior to any undertaking. The structure and process are also regularly reviewed and adjusted as needed or in times of emergency or big changes in market conditions.
Budgeting	Our budget process is transactional and is determined exclusively by an executive team who does not specifically account for artist fees. Any payment to artists is made from limited, discretionary, or general operating funding.	Our budget process is set by executive leadership with occasional input from staff that sometimes captures an organizational value around paying artists, but the practice is inconsistent and payment to artists is usually reflected in an underfunded line item.	Our budget process is values-based and reflects our organization's commitment to paying artists. All staff and leadership are included in the budget creation, and we set internal and external measures of accountability related to how we integrate compensation to artists across multiple budget lines.	Our budget process is the highest expression of our organizational values and payment to artists is a central pillar of our entire budget structure. Our participatory process centers and engages artists and all key stakeholders, and we co-create clear, robust, and shared accountability measures related to artist compensation that is considered across all relevant budget lines. Our actions support the best economic outcomes for artists.
Responding to individual differences	We have a set idea for how we compensate artists and we do not offer any flexibility based on individual circumstances.	We have basic guidelines for how we compensate artists and we occasionally account for and meet individual needs when we believe the outcome aligns with our goals.	We have well-developed guidelines for how we compensate artists, and we strive to account for and meet individual needs that advance artists careers.	We have holistic guidelines for compensation co-created with artists, including robust processes to account for and meet individual needs and advance shared goals for artist prosperity.

POWER				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Cultural competence	We rarely examine the openness, cultural relevance or cultural competency of our programs.	We have some processes and intentions around examining and correcting programs, so they are open, culturally relevant, and culturally competent. We occasionally share power with artists and integrate artist self-determination and the lived experience and expertise of the communities of which we are a part.	We have solid processes and explicit values around examining, correcting, learning about and building new programs so they are open, culturally relevant, and culturally competent. We often share power with artists and integrate artist self-determination and the lived experience and expertise of the communities of which we are a part.	We have robust and iterative processes, accountability measures, and explicit, core values around prioritizing, examining, correcting, learning about and building new programs that are open, culturally relevant, and culturally competent. We almost always share power with artists and uphold artist self-determination and the lived experience and expertise of the communities of which we are a part. And we allocate ample resources to ongoing shared learning and advocacy in this area.
Commitment to change	We rarely examine the ways in which our organization may perpetuate structural inequities, systemic injustice, exclusionary conditions, and implicit bias in programs, employment, and/or community interactions.	We have a growing awareness of ways in which our organization perpetuates structural inequities, systemic injustice, exclusionary conditions, and implicit bias in programs, employment, and/or community interactions. We intend to make changes, but we have not yet prioritized learning or resources to make meaningful shifts in our structures or practices.	We are committed to understanding the ways in which our organization perpetuates structural inequities, systemic injustice, exclusionary conditions, and implicit bias in programs, employment, and/or community interactions. We are taking steps to learn and be held accountable for our expressed actions, including dedicating resources to improve our organizational capacity to institutionalize shifts in our structures and practices.	We have redefined our values so that we are conscious of and transparent about the ways in which our organization perpetuated structural inequities, systemic injustice, exclusionary conditions, and implicit bias in programs, employment, and/or community interactions. We are committed partners in prioritizing sharing learning and being held accountable for our expressed actions, including dedicating robust resources to continually improve our organizational capacity to lead on, advocate for, and institutionalize shifts in cultural sector structures and practices.

POWER – CONTINUED				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Assumptions about aesthetic value	We have a Euro-centric understanding of artistic “value” and aesthetics which produces a narrow definition of ‘artist.’ We rarely engage with artists outside of that definition.	We are developing an understanding of artistic value and aesthetics which produces a broader definition of ‘artist.’ We are becoming more welcoming to artists that fit our expanding aesthetic sensibilities.	We are committed to understanding artistic value and aesthetics in ways that result in an expansive definition of ‘artist.’ We are welcoming to a range of artists.	We have an open, responsive and inclusive understanding of artistic value and aesthetics that results in evolving artist- and community-defined roles for ‘artist.’ We welcome the full range of artist practice and support artists self-definition of aesthetic value.
Leadership Diversity	Our leadership is not representative of the racial, gender, sexual orientation, and geographic setting diversity of our community, and there is no accountability to equitable outcomes.	Our leadership minimally represents the racial, gender, sexual orientation, and geographic setting diversity of our community, and there is minimal accountability to equitable outcomes.	Our leadership is beginning to represent the racial, gender, sexual orientation, and geographic setting diversity of our community, and there is growing accountability to equitable outcomes.	Our leadership fully reflects the racial, gender, sexual orientation, and geographic setting diversity of our community, and there is full and shared accountability to equitable outcomes.

SELF-CARE (resilience, wellness & well-being)				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Work-Life Integration	I am very dissatisfied with my work-life integration. My work schedule almost always prevails, and my energy level is chronically depleted.	I am dissatisfied with my work-life integration. My work schedule usually prevails, and my energy level is very low.	I am often satisfied with my work-life integration. My work schedule is manageable, and my energy level usually sustains me.	I am very satisfied with my work-life integration. My work schedule is optimal, and my energy level is high.
Work-Life Recharge/Change	I rarely feel that I can focus on taking time to recharge and I have lost touch with my power to change things.	I occasionally feel like I can focus on taking time to recharge and I have some notion about my power to change things.	I often feel able to focus on and take time to recharge and I am aware of my power to change things.	I am highly aware of my power to change things and feel able to focus on and choose fulfilling flows of energy, commitments, and recharge time. I model this integration in ways that help others create their optimal work/life integration.
Work-Family Integration	In trying to meet my needs for family and work, I yield one to the other. This happens at the detriment of my overall welfare and ability to engage in quality relationships	In trying to meet my needs for family and work, I strive to try to “have it all.” But in choosing, I often compromise my welfare and ability to engage in quality relationships.	In trying to meet my needs for family and work, I sometimes feel pulled. But overall, I am able to navigate between the two in ways that support my welfare and ability to engage in quality relationships.	I prioritize and integrate my needs for family and work in ways that align my personal and professional goals. By doing so, they reinforce one another, improve my welfare, and enhance my ability to engage in high quality relationships.
Physical Wellness	I don’t prioritize my physical wellness and I am unaware of how this may affect my work with artists. I have no role models that can support me in this pursuit.	I strive to make time to care for my physical wellness, but often yield this time when things get hectic, which often has detrimental impacts on my work with artists. I have some ideas or models for improvement.	I dedicate regular time, attention and care around my physical wellness in ways that boost my work with artists. I can model this for others.	I am intentional and have an expanding practice of care for my physical wellness in ways that regenerate and ignite my work with artists. I can model this for others and support them in this pursuit.

SELF-CARE (resilience, wellness & well-being) – CONTINUED

	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Emotional Well-Being <i>(a state of evenness, centeredness or groundedness)</i>	I don't prioritize my emotional well-being and I am unaware of how this may affect my work with artists and others.	I strive to make time to care for my emotional well-being, but often yield this time when things get hectic, which often has detrimental impacts on my work with artists and others.	I dedicate regular time, attention and care around my emotional well-being in ways that boost my work with artists and others.	I am intentional and have an expanding practice of care for my emotional well-being in ways that regenerate and ignite my work with artists and others. I model this in ways that can support others in this pursuit
Spiritual Well-Being / Connection To Something Greater Than Myself <i>(what makes you feel expanded and opens you to healing and bigger ways of making meaning in the world)</i>	I don't prioritize my spiritual well-being and I am unaware of how this may affect my work with artists and others.	I strive to make time to care for my spiritual well-being, but often yield this time when things get hectic, which often has detrimental impacts on my work with artists and others.	I dedicate regular time, attention, and care around my spiritual well-being in ways that boost my work with artists and others.	I am intentional and have an expanding practice of care for my spiritual well-being in ways that regenerate and ignite my work with artists and others. I also model this in ways that can support others in this pursuit.
Sensing With The Body <i>(bodily experience and processes to understand our own emotional experience, and the experiences of others; being present in the moment; bodily wisdom and mind-body connection through touch, sensation, movement,, etc.)</i>	I rarely listen to and take cues from my body. This prevents me from being present for myself and others. It is very difficult to uncover and focus on what is important to me.	I sometimes listen to and take cues from my body. This occasionally helps me be present for myself and others. It is often difficult to uncover and focus on what is important to me.	I often listen to and take cues from my body. This generally helps me be present for myself and others. I can usually uncover and focus on what is important and in alignment with the highest version of myself.	I almost always listen to and take cues from my body. This continuously helps me be present for myself and others. I consistently uncover and focus on what is important to me and find what aligns with the highest version of myself.
Regrounding In The Body	When I experience moments of disconnection or overstimulation, I rarely know how to reground in my body.	When I experience moments of disconnection or overstimulation, I occasionally know how to reground in my body.	When I experience moments of disconnection or overstimulation, I frequently know how to reground in my body.	When I experience moments of disconnection or overstimulation, I almost always know how to reground in my body.

SELF-CARE (resilience, wellness & well-being) – CONTINUED

	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Mindful Inquiry <i>(paying attention to, questioning, and being curious and nonjudgmental about the thoughts and beliefs that create stress and stand in the way of physical, emotional and spiritual well-being)</i>	Stressful thoughts almost always lead me to assumptions, judgments, and a need to hold on to my beliefs in ways that do not serve me. I resist stopping to question the thoughts or to get curious about my reactions.	Stressful thoughts often lead me to assumptions, judgments, and a tendency to hold on to my beliefs in ways that do not serve me. I occasionally stop to question the thoughts and to get curious about my reactions.	Stressful thoughts sometimes lead me to assumptions, judgments, and a tendency to hold on to my beliefs in ways that do not serve me. I usually stop to question the thoughts and to get curious about my reactions.	Stressful thoughts rarely lead me to assumptions, judgments, or a need to hold on to my beliefs in ways that do not serve me. I almost always stop to question the thoughts and to get curious about my reactions.
Mindful Inquiry Impacting Artistic Expression	I struggle to move toward changing my relationship with the thoughts and it is rare when I make conscious choices over how my thoughts affect my work with artists and others.	I am moving towards changing my relationship with my thoughts, but I have work to do. In these times, stress starts to fade away and I can make some conscious choices over how my thoughts affect my work with artists and others.	I am changing my relationship with the thoughts. As I do this, stress starts to fade away and I feel empowered to make conscious choices over how my thoughts affect my work with artists and others.	I consciously change my relationship with the thoughts. As I practice this, stress fades, I am empowered to make conscious choices, and I open a space for love, peace and connection that regularly adds vibrancy to my work with artists and others.
Compassionate Resilience <i>(being deeply aware and responsive versus being impulsive and reactive)</i>	I rarely meet challenges from a place of self-awareness, and it is very difficult to uncover and focus on what is important to me. My choices hardly ever support my well-being.	I sometimes meet challenges from a place of self-awareness, yet it is often difficult to uncover and focus on what is important to me. My choices only occasionally support my well-being.	I regularly meet challenges from a place of self-awareness, and I can usually uncover and focus on what is important and in alignment with the highest version of myself. My choices frequently support my well-being.	I almost always meet challenges from a place of deep self-awareness. I consistently uncover and focus on what is important to me and find what aligns with the highest version of myself. My steady and intentional choices almost always support my well-being.
Compassionate Action <i>(moving from mindfulness into action)</i>	I rarely choose to utilize my work with artists and others to engage in collective action and well-being.	I occasionally choose to utilize my work with artists and others to engage in collective action and well-being.	I usually choose to utilize my work with artists and others to engage in just, collective action, well-being, and liberation.	I continuously choose to utilize my work with artists and others to engage in conscious solidarity toward just, collective action, well-being, and liberation.

SERVICES & PROGRAMS				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Artist-Centered Programming	We do not offer services and programs specific to artists.	We offer infrequent or limited programs specific to artists.	We offer ongoing programs that are specific to artists' needs, and we strive to consider disciplines, career points, and cultural backgrounds. We also seek to understand and resolve issues of program accessibility and inclusion.	We make high quality, artist-centered programs a cornerstone of our work, including looking across artistic disciplines, career points, and cultural backgrounds. We also continually work with artists to adapt programs to changing needs, and to understand, resolve and improve issues of program accessibility.
Business & Skill Building Programs	We do not think about the potential relevancy or applicability of our program offerings to artists.	We sometimes see the potential relevancy or applicability of our program offerings to artists, but we rely on artists to adapt the programs to meet their needs.	We often see the potential relevance and applicability of our program offerings to artists, and we try to include artist-friendly and welcoming language.	We strive to make our programming welcoming, relevant and applicable to artists. When artists join our programs, we have resources that can speak to the specific needs of artists, and we know there will be a beneficial learning exchange.
Aligning & Not Duplicating Resources	We sporadically connect our programs to other resources.	We try to listen to the artists we serve and sometimes are able to connect our programming to other resources.	We regularly listen to the artists that we serve and often connect our programming to other resources locally and nationally, within and beyond the cultural sector.	We constantly listen to artists and work creatively with others to connect, expand, and amplify existing resources. We also work collaboratively to develop new resources that meet evolving and interconnected needs and directions of the cultural sector.
Program Communication	We have limited knowledge of our artist audience and utilize standard communication methods to disseminate information in support of our programming.	We have general knowledge of our artist audience and sometimes utilize a mix of communication methods to disseminate information in support of our programming.	We have advanced knowledge of our artist audience and strive to utilize a diverse mix of communication methods and partners to disseminate information in support of our programs.	We have extensive knowledge of the artist community we serve, and we dedicate resources to create, test, and utilize diverse outreach and communication methods. We also collaborate and partner to effectively disseminate information in support of our programs.

SERVICES & PROGRAMS – CONTINUED				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Program Offerings & Accommodations	Our program offerings do not take into account the diversity of needs around geography, time of day, transportation, childcare, affordability, learning differences, ability, etc.	Our program offerings incorporate a limited range of options related to geography, time of day, transportation, childcare, affordability, learning differences, ability, etc.	Our program offerings often incorporate a growing range of options related to geography, time of day, transportation, childcare, affordability, learning differences, ability etc.	Our program offerings are centered on an expansive range of options and innovations related to geography, time of day, transportation, childcare, affordability, learning differences, ability, workplace accommodations, etc.
Connection To Career Advancement	We do not connect artists to career advancement opportunities.	We help selected artists access career advancement opportunities based on our assessment of relevance.	We proactively connect a broad range of artists to career advancement opportunities locally, nationally, and internationally, often breaking down barriers to entry.	Grounded in each artist’s practice and goals, we proactively connect a broad and diverse range of artists to career advancement opportunities locally, nationally, and internationally, breaking down barriers to entry whenever needed. We also develop or partner with others to create new career advancement opportunities and resource connections for artists that span different sectors and open broader creative workforce pathways.

VALUING ARTISTS				
	ARTISTS SILENCED	ARTISTS STRUGGLE	ARTISTS SURVIVE	ARTISTS THRIVE!
Perception of Artists	We have no understanding of the creative process and do not examine or counter negative perceptions of artists.	We have a limited understanding of the creative process and even though we see artists in a positive light, we don't know how to counter the negative perceptions of artists.	We understand the creative process and we regularly reflect on and work to counter the negative perceptions of artists.	We have a deep understanding of the creative process, and we are committed to countering negative perceptions and utilizing examples and data to positively shift the narrative around the roles and value of artists.
Connecting With Artists	Artists do not seek us out, nor do we engage with artists.	Artists seek us out periodically, and we also initiate some engagement, but we do not focus on artists' skills or needs.	Artists often contact us around resources, as well as to share their insights, successes, and challenges. We also frequently initiate engagement with artists and are open to and curious about artists' skills and needs.	Artists meaningfully engage us as their partners in all aspects of their practice, and we actively connect with and learn from artists. We also center artists skills and needs in our work, and we regularly initiate engagements that result in trust, care, and mutual relationships.
Input	We have no outreach mechanisms for artist input.	We occasionally seek input from a limited group of artists.	We utilize an array of informal and formal outreach mechanisms for getting artist input.	We partner with artists to craft a full array of outreach mechanisms and feedback loops for ongoing input on all projects, processes, and organizational development.