INTRODUCTION
Caldera started as a summer art camp in Central Oregon for urban and rural youth. Programming quickly expanded to year-round programs, including activities in schools and communities in Portland and Central Oregon and a winter artist-in-residence (AiR) program. In 2014, Caldera developed a new evaluation framework for its artist-in-residence program to better understand and track impact of the program over time; the model is based on one Caldera initially created for its youth programs.

The organization has long collected data on its youth camps and in-school and community programs, but wanted to do so more strategically and to better organize the data so it can offer an analysis by which Caldera can prioritize its work. Funders, too, have helped drive this process, as they have increasingly asked for data that offers clarity in how Caldera is meeting its goals. In the case of the youth programs, there are clear and compelling results to this evaluation work: 93% of the 12th-graders participating in Caldera’s programs graduate from high school, for example. Combining the evaluative data with stories of empowerment and transformation in the lives of young people together inform Caldera’s internal assessment and external demonstration of these programs.

Likewise, the AiR program benefits from a combination of qualitative and quantitative evaluation. The AiR evaluation framework begins with the same basic question as Caldera’s youth programs evaluation: **How are the participants different as a result of their Caldera experiences, and how do we measure and demonstrate those differences?** Specifically, do the artists-in-residence see that their creative processes have changed as a result of their experience with Caldera? Have they found a new way of expressing their art form? Have they connected with the Caldera community in a way that has changed the way they see the world and their role in it? Have they reached a new level of artistic expression? Has the environment of the Cascade Mountains and Blue Lake changed their work? Has the community of Caldera artists changed their work?

EVALUATION MODEL
In order to assess its impact, Caldera first needed to define its intended outcomes against which to measure results. While its overarching goal is to provide artists with time, space, and freedom to take risks, the evaluation framework measures how artists grow and develop in relation to four domains that directly align with Caldera’s mission and strategic plan:

Domain 1. ARTISTIC ADVANCEMENT

Domain 2. PROFESSIONAL DEVELOPMENT

Domain 3. COMMUNITY ENGAGEMENT
Domain 4. TRANSFORMATIONAL ENVIRONMENT

Goals
A primary goal was then developed for each domain:

Domain 1. ARTISTIC ADVANCEMENT
GOAL: Nurture the creative process for visual, literary, and performing artists and artist groups from the critical early stages of project development through to completed artwork.

Domain 2. PROFESSIONAL DEVELOPMENT
GOAL: Support AiR Alumni in the development of their professional careers.

Domain 3. COMMUNITY ENGAGEMENT
GOAL: Cultivate high-quality, consistent arts presentations for public audiences and youth to experience.

Domain 4. TRANSFORMATIONAL ENVIRONMENT
GOAL: Artists will be positively transformed by the time, space, and broader environment offered to them at Caldera.

Outcomes
From these goals, Caldera identified specific outcomes critical to the artist-development goals of Caldera’s programs. These 15 intended outcomes are directly linked to the support systems and activities carried out by Caldera staff, and are the basic building blocks of the entire framework:

Domain 1. ARTISTIC ADVANCEMENT
GOAL: Nurture the creative process for visual, literary, and performing artists and artist groups from the critical early stages of project development through to completed artwork.

OUTCOMES
1.1 Caldera artists are able to identify and effectively pursue their creative goals.
1.2 Caldera artists make significant steps forward in their technical skills.
1.3 Caldera artists experience a significant creative/artistic breakthrough.
1.4 Caldera artists complete significant work that advances their creative careers.
1.5 Caldera artists develop effective creative processes that have long-standing benefits to their practice.

Domain 2. PROFESSIONAL DEVELOPMENT
GOAL: Support AiR Alumni in the development of their professional careers.

OUTCOMES
2.1 Caldera artists present their work so that audiences gain understanding and/or appreciation.
2.2 Caldera artists can talk about their work, answer questions, and invite others into their thinking.
2.3 Caldera artists collaborate with Caldera staff and artists around them to support the advancement of their career.
2.4 Caldera artists share and offer information within Caldera’s AiR Alumni community, using this community as a resource for advancement.

**Domain 3. COMMUNITY ENGAGEMENT**

**GOAL:** Cultivate high-quality, consistent arts presentations for public audiences and youth to experience.

**OUTCOMES**

3.1 Caldera artists develop projects that connect their work with their own or others’ communities.
3.2 Caldera artists share and/or teach their art form to youth, and specifically to underserved youth.
3.3 Caldera artists appreciate the value of using their art to benefit community.

**Domain 4. TRANSFORMATIONAL ENVIRONMENT**

**GOAL:** Artists will be positively transformed by the time, space, and broader environment offered to them at Caldera.

**OUTCOMES**

4.1 Caldera artists value uninterrupted time in a creative space.
4.2 Caldera artists value working within a community of artists.
4.3 Caldera artists recognize the value of Caldera’s natural environment and other natural environments.

**IMPLEMENTATION + NEXT STEPS**

*Communications*

Being committed to the open-ended nature of a residency while seeking ways of understanding a program’s impact requires a delicate balance for any organization. Caldera has begun embedding the program’s intended outcomes into its website and materials, so that artists know what the organization’s goals are upfront. At the same time, Caldera’s leadership is protective of the freedom for artists to develop their own expectations – or not – during a residency, and is mindful of sharing Caldera’s intended outcomes in a way that doesn’t interfere with the artists’ process once the residency is underway. One exception to this more hands-off approach is when Caldera staff advises artists-in-residence on preparing for Open Studio events, which integrate the AiR program with Caldera’s community programs that have more clearly demonstrable outcomes.

*Survey Administration*

In the past, Caldera has issued exit surveys to artists-in-residence during the last week of a residency. The new evaluation framework includes additional follow-up 6 months, 18 months, and 3 years after a residency, so that artists can reflect on impact over time.

During this initial pilot year, Caldera has administered the survey to AiR alumni from the last 3 years and incorporated their input into the framework. The surveys will be given to new residents for the first time in early 2015. The new evaluation questions (see attached “AiR Outcomes General Survey”) correspond to the intended outcomes, and seek both quantitative and qualitative data by which Caldera can assess the impacts of the AiR program and related activities and thereby know the best ways to adjust inputs and activities in the short- and long-term.
In addition to the written AiR survey, artists will also be surveyed after events and projects that take place during the residency, through a combination of interviews, written evaluations, or other types of assessments.

Data Management
To-date, Caldera has stored AiR evaluation information in a Raiser’s Edge database and in a series of Excel and Word documents. By 2015, Caldera will transport AiR evaluation information into a new Apricot database (created and maintained by CTK, or Community TechKnowledge) for better ease of use. Caldera currently uses a similar, but less user-friendly, online database management system (also created and maintained by CTK) to store and retrieve data and generate reports for its youth program; this information will also be transitioned to Apricot. Caldera’s goal is to have both AiR and Youth information stored in one database, to facilitate integration of data when needed.

The database is designed to do the following:
1. create and store individual artist profiles
2. create and store activity descriptions
3. input and store artist surveys and assessments, and
4. provide reports on artist progress and program effectiveness.

The database will collect the following:
1. Artist-in-residence attributes: including name, date of birth, ethnicity, address, contact info, biography, genre(s), and work samples
2. Evaluation results: including date of assessment, type of assessment, outputs data, name of assessor, scored outcomes, and narrative responses.

Staff will also be able to obtain reports from the database, including:
1. Individual Artist Reports, with basic information and outcome data for a selected artist
2. Artist Group Reports, with data for a group of collaborating artists
3. Program Reports, with data for selected domains and outcomes, based on a particular residency cohort, residency season, or other programming activity

CONCLUSIONS

Caldera was driven to create this framework not only for its own AiR program but also to serve as a model for the field, recognizing that artist residency programs have long-struggled with evaluation. Caldera’s Executive Director Tricia Snell has more than 20 years of experience – nationally and internationally – in the field of artist residencies, having served as the founding director of the Alliance of Artists Communities and as a board member of Res Artis before leading Caldera. Caldera’s Artist in Residence Director Elizabeth Quinn also has a wealth of experience, having helped launch the residency program Playa, and in her work with artists throughout her career as founder and editor of the High Desert Journal and her work with other arts organizations. Thanks to this deep understanding of the field, Caldera has been able to pioneer new thinking in the evaluation of artist residencies and artist development. The Alliance of Artists Communities looks forward to the results and lessons-learned from the implementation of Caldera’s new evaluation framework and to sharing this model with the residency field.
CALDERA
AiR Outcomes General Survey
(applicable to all AiR events, or can be adapted for specific activities)

Response options: 1-5 (1 = most agree; 5 = least agree)

As a result of your Caldera AiR experience:

1. ARTISTIC ADVANCEMENT
   While in residence at Caldera
   1.1 You were able to identify and effectively pursue your creative goals.
   1.2 You were able to make significant steps forward in your technical skills.
   1.3 You experienced a significant creative/artistic breakthrough.
   1.4 You completed significant work that has advanced your career.

2. PROFESSIONAL DEVELOPMENT
   Since your residency at Caldera
   2.1 You are better able to present your work so that audiences gain understanding and/or appreciation.
   2.2 You are better able to talk about your practice, answer questions about your work, and invite others into your thinking about your work.
   2.3 You are more collaborative with staff and artists around you to support the advancement of your career.
   2.4 You share and offer information within Caldera’s AiR Alumni community, using this community as a resource for advancement.

3. COMMUNITY ENGAGEMENT
   Since your residency at Caldera
   3.1 You have developed projects that connect your work with your own community and/or others’ communities.
   3.2 You have shared and/or taught your art form to youth, specifically to underserved youth.
   3.3 You have a greater appreciation for the value of using your art to benefit community.

4. TRANSFORMATIONAL ENVIRONMENT
   Due to your residency at Caldera
   4.1 You value uninterrupted time in a creative space more than before.
   4.2 You value working within a community of artists.
   4.3 You recognize the value of Caldera’s natural environment and other natural environments.

5. Narrative Questions:
   5.1 Please describe the specific ways in which your Caldera experience has or has not advanced your artistic development:

   5.2 Please describe the specific ways in which your Caldera experience has or has not advanced your professional development:
5.3 Please describe the specific ways in which your Caldera experience may have connected you more closely to community:

5.4 Please describe the specific ways in which the Caldera environment may have affected you:

5.5 If there are any other details of your Caldera experience you would like to share, either positive or negative, please do so here: