AMERICANS FOR THE ARTS MONOGRAPHS

VOLUME 2 NUMBER 6

ARTS IN MEDICINE linking culture to care

Former U.S. Surgeon General C.

Everett Koop is surrounded by four
and five year olds eager to show him
the panels they made for the "healing
quilt" for display at the DartmouthHitchcock Medical Center's daycare
program. Nearby, a musician sings folk
songs to patients in the Transitional
Care Unit, while upstairs in the
Surgical Care Unit a volunteer circulates an "art cart" with prints and
posters for new patients to choose from
for display on their walls.

MONOGRAPHS is one of the benefits of membership in Americans for the Arts. To discuss ideas for submission, contact Mara Walker, Programs and Member Services, Americans for the Arts, 1000 Vermont Ave, NW 12th Floor, Washington, DC 20005; tel 202.371.2830.

by Naj Wikoff, Director of Healing and the Arts, C. Everett Koop Institute at Dartmouth University, and Nancy Langan, Director of Arts Education and Community Development, Americans for the Arts

INTRODUCTION

Over the last 15 years, there has been a growing interest in incorporating the arts into health care settings and treatment. In more and more communities across the country, the arts humanize hospitals, treatment facilities, senior care centers and rehabilitation programs, and provide an emotional outlet for patients and families during illness and recovery.

The use of the arts in healing is not new. Hippocrates understood the importance of uplifting the patient's spirit. The Greek mathematician Pythagoras discovered harmonics in music; he founded a school that, among other things, trained students to release worry, fear, anger and sorrow through singing and by playing musical instruments. In 1283, a hospital in Cairo provided its sleepless with soft music and storytellers weaving fables. In 1511, Henry VII commissioned the finest architects and artisans to design and furnish the Savoy Hospital in London. Patient rooms had ceilings painted with magnificent murals, and staff wore brightly colored uniforms.

This issue of *Monographs* looks at the value of arts and healing partnerships and illustrates the many ways to build alliances between the arts and the health care field, and includes:

- ★ A discussion of trends and issues contributing to the growth in arts and health care partnerships.
- ★ Profiles of effective, and adaptable, program models.
- Ideas to connect the arts with hospitals, clinics and community health care settings.
- ★ Steps for establishing and sustaining programs.
- **★** A reference guide to books, articles, networks and conferences.

THE GROWTH OF ARTS IN HEALTH CARE: HOW AND WHY

After World War II hospitals expanded, creating a maze of corridors and wing after wing. As a result, hospitals became more dreary for patients and staff alike. Also during this post-war period, scientific advances led to many treatment interventions, which depersonalized medical care; doctors began to treat illnesses, not people.

Over time, however, society has realized that pills and advanced technology are not the complete answer for patient well-being. Many medical professionals have begun to understand that patients are more than physical symptoms and that mental and emotional elements play a part in the patient's and family's road to recovery. The arts can help pave the way.



Every year, music and theater professionals help Duke University Medical Center employees create an original performance.

Medical research has shown physiological benefits to patients exposed to the arts, such as a decrease in blood pressure, lowered anxiety and fear and elevated mood. Early on, hospital volunteer service units changed what were sterile environments by putting art on the walls. Across the country, bands of artists, arts administrators and enthusiasts started programs in hospitals; in one example, Hospital Artists Inc. in New York City took patients to performances by filling unsold seats in concert halls.

In the 1970s and 1980s, a number of these hospital arts activists began to network, and formed both the Society for the Arts in Healthcare, a national service organization dedicated to fostering the role of the arts in healing, and the Center for Health Design, an association for promoting life-enhancing health care environments. At the same time, Americans for the Arts (at that time the National Assembly of Local Arts Agencies) and the Association of Performing Arts Presenters established committees on the use of the arts in healing, with a particular focus on AIDS, a growing epidemic. These networks have created an active information exchange, technical assistance and increased links between the arts and healthcare fields.

Arts-medical partnerships are not traditional arts therapy, nor are they its replacement. They are a complementary approach that has the power to develop programs that will positively shape the physical and emotional environment of healthcare facilities. These programs can transform institutional settings by incorporating the arts into space and building design. Arts and healthcare efforts make the arts accessible to patients, family members, doctors, nurses and support staff.

DUKE UNIVERSITY LEADS THE WAY

The Cultural Services Program (CSP) at Duke University Medical Center (DUMC) has inspired countless local arts and healthcare partnerships. It is one of the oldest and most comprehensive arts and healing programs bringing the arts to the various populations of the medical center. CSP had a modest start, with one artistic performance each month in the hospital courtyard. Today the CSP's budget is \$100,000, derived from hospital revenues. The hospital dedicates a percentage of patient fees to support the CSP: approximately 43 cents per day per patient.

The program began with a physician on the DUMC staff, Dr. James Seman, who believed the arts had a role in uplifting and comforting patients and the Medical Center community. Inspired by New York's Hospital Audiences Inc. (HAI) program, he contacted the organization for advice. HAI had recently received a grant from the National Endowment for the Arts to provide free consultations to other communities interested in replicating HAI's efforts. This initial consultation led to the creation of a monthly performance series, a collaboration between DUMC and the Durham Arts Council funded by a local foundation.

A feasibility study followed to determine the best strategy for integrating the arts into the whole hospital community. The study led to the establishment of CSP, which operates much like an arts council within the hospital and serves patients, visitors, medical staff, medical students and technicians, as well as administrative and housekeeping staff.

The CSP has grown to include arts programming on the patient-television channel; a poet-in-residence; informal weekly brown-bag discussion on poetry or short stories for students and staff; performances in the hospital courtyard; "Room Service," a program of strolling musicians on patient units; a collection of traditional quilts as well as 2,000 paintings and prints in patient rooms and waiting areas; sculptures and the commission of site-specific artwork, as well as the ongoing incorporation of artists' work into the design of spaces and new structures.

SMALL PROGRAM MAKING A BIG DIFFERENCE

Most programs do not have the scope of CSP, focusing mostly on a specific issue or population. The Musical Interludes (MI) program, for example, brings musical performances into the homes of terminally ill and housebound patients. Since 1986, the Camden County Cultural and Heritage Commission (CCCHC) in New Jersey has brought teams of musicians into homes, often bedside, to patients whose access to the arts has been limited due to a debilitating or terminal illness.

The Executive Director of a local hospice agency contacted CCCHC in his search for a musical group to play for hospice patients. The first performance was a success, and Musical Interludes was born. This year, homebound patients benefited from more than 160 performances.



Musicians play for ill and homebound seniors at a low-income apartment complex—a program of the Camden County Cultural and Heritage Commission.

When flutist Ronna Ayscue started in the MI program 10 years ago, she often performed by herself. Today musicians work in ensembles of two or three and perform several times at a patient's home before rotating to others. Short-term group performances address the problem of repeated attachment and loss musicians tend to experience working with frail and terminally ill patients. Musicians also receive training from a music therapist and a clinical coordinator to prepare them for working with this special audience.

The Stuart Pimsler Dance & Theater Company develops workshops to help doctors and nurses live with the stresses of caregiving.

Prior to playing, the musicians present background information on the composers and the compositions to the patients. Each visit ends with refreshments with the patient's family. The musicians feel that these intimate and profound settings help them learn more about their craft, as they are acutely aware of the power and beauty of their art. Of the 20 musicians working in the eight ensembles, many are retired persons, some are music teachers.

To help deliver the program services, the Commission partners with the two visiting nurse associations, two hospice agencies, social services and an AIDS coalition. Musical Interludes is funded by a grant from the state arts agency, the county government agency, the county library and private contributions. The program recently expanded to serve long-term care facilities and convalescent homes. This year, MI also began to perform for homebound seniors living in low-income apartment complexes. With a relatively small annual budget of \$28,500, MI reaches about 5,000 people a year.

DANCERS HELP PHYSICIANS HEAL THEMSELVES

Health care professionals are trained to help others, but these same people are often overwhelmed by the stress of their own jobs. "Caring for the Caregiver" is a movement and expression workshop developed to assist health care professionals cope with this stress, which can be brought on by the loss of a patient to the demands of managed care. For many healers it is an unsought but welcome chance to follow the admonition: "Physician, heal thyself." The workshop is led by the artistic directors of the Stuart Pimsler Dance & Theater (SPDT) in Columbus, Ohio. Caring for the Caregiver grew out of an extended residency at the Shands Hospital in Gainsville, Fla., and has since been held at the Donwood Institute in Toronto and the Sylvester Comprehensive Cancer Center in Miami, among others.

Through the integration of movement, voice, memories and stories, the workshops offer health care professionals a creative outlet for the emotional stresses they encounter in their work. "Caring for the Caregiver" residencies, which are specifically designed for each community, may include 10 workshops a week, and residencies may last as long as four weeks, reaching the staff of many hospitals and medical centers in one community. The program may also include the creation of a commissioned performance work for area healthcare providers.

A healthcare professional who experiences the power of creative expression in his or her own life can be a strong ally in bringing the arts to healthcare institutions. That was the case with Susan Le Tourneau, a nurse in Columbus who first participated in the dance company's workshop at the National Congress of the Oncology Nursing Society. She sparked an effort to host "Caring for the Caregiver" workshops in 10 Columbus-area healthcare facilities. Funding for the project came from the Academy of Medicine and the Franklin County Foundation, the Ohio Arts Council, the Greater Columbus Arts Council and two local foundations.

Other communities that have hosted the "Caring for the Caregiver" residency also have found support from community arts organizations. The communities have targeted a mix of funds from local healthcare facilities, social service agencies and pharmaceutical companies.

PROGRAM IDEAS TO ADAPT FOR YOUR COMMUNITY

Arts and healing activities take place in hospitals, hospices, clinics, doctor's offices, medical schools, homes or a community's "alternative spaces." Below are some ideas for integrating the arts into these various settings.

HOSPITAL, HOSPICE AND CLINICS

- * Musicians performing in patient rooms.
- An orchestra comprised of health care staff and medical students.
- ★ Lunch time poetry and prose readings.
- * Rotating exhibits on hospital walls and in display cases.
- ★ A collection of paintings from which patients can select to hang in their rooms.
- * Arts and crafts activities for patients and staff.
- ★ Murals on the walls and ceilings.
- ★ A poetry wall featuring poems created by patients and staff.
- **★** Visiting storytellers.
- * Quilts or tiles used to create a wall of healing images.
- * Arts activities in waiting rooms and common areas.
- * Healing and sculpture gardens.
- ★ Concerts broadcast to patient rooms via in-house television.
- ★ Artists available to custom-decorate patients' casts.
- * Arts programs at drug treatment clinics.

IN MEDICAL SCHOOLS

- Arts and humanities electives such as Literature in Medicine, Creative Writing, Improvisation and Life Drawing.
- * Medical students working with artists in hospitals.
- ★ Actors to help teach communication skills and role playing to pre-med and medical students.
- ★ Efforts to aesthetically improve a medical school.
- ★ Film series on medical issues.
- ★ Choir of medical students performing in hospitals, hospices, retirement centers.
- **★** Clowning workshops with subsequent perfor mances in a hospital.

CARE IN THE COMMUNITY

- ★ Street musicians performing in shelters.
- ★ A play written and performed by people who are living with a chronic disease (e.g. cancer, AIDS), who are homeless, learning disabled, etc.
- * Arts projects (or writing) as a means of helping people to express loss.

- ★ Local artists creating posters that celebrate good health.
- ★ Children in daycare painting to express the feelings related to sickness and health.
- ★ A quilt made by senior citizens filled with healthy images.
- ★ A storefront center for at-risk youth run by artists and art therapists.
- * A community mural.
- * Artists visiting homebound patients or the elderly.
- * A book of poems by hospice patients.
- ★ Events to help a community express loss.



At Oklahoma City bombing rescue headquarters, artists work on a mural symbolizing hope and recovery.

PROGRAM EXAMPLES

Arts and healing may be focused on an individual—a patient, family member or health care worker—or groups, such as medical students, recovering heart patients or a community experiencing a form of loss brought on by sudden tragedy or natural disaster. The possibilities are as unique and varied as the patients and communities themselves. Local arts agencies are uniquely positioned to bring together artists, health care professionals, volunteers and others to create activities in or outside a hospital setting. Some examples:

ANGELS IN OKLAHOMA CITY

The bombing of the Murrah Federal Building in Oklahoma City stripped many local residents of their sense of security. At the rescue operations headquarters, morale was devastated as more injured and dead bodies were recovered. The Oklahoma City Arts Council commissioned a mural: blue masking tape affixed to the walls shaped images of winged men, women and children soaring in a symbol of rebirth. This early effort opened the door to other community mural projects, including one at the local children's hospital for the youngest survivors of the bombing.

ARTS IN THE FROZEN NORTH

Earlier this year, a devastating ice storm in New England left hundreds of thousands of people without power—many for weeks at a time. Across the region, volunteer fire stations, schools and community centers became emergency centers. In Maine, at the request of the governor, jugglers, mimes, storytellers and other artists used their talents to lift the spirits of those families forced from their homes.

HEALING IN HARLEM

In a Harlem hospital, artist Bill Richardson established an arts studio for teenagers, many of whom are victims of violence. The program extends to outpatients as part of their recovery process. Richardson has motivated young people to paint, and many even show and sell their work at exhibitions. Some participants have even gone on to careers in the arts.

BREAST CANCER ART SHOW

The American Association of Retired Persons' Breast Cancer Program and the Lombardi Cancer Center at Georgetown University joined together to present an art show by breast cancer patients and survivors.

Titled "New Light From My Gallery," it featured paintings and sculpture related to the cancer experience of five exhibited women artists, and included recordings of the artists' statements on their work.

HAVE ORCHESTRA, WILL TRAVEL

Patients and their families, health care workers and volunteers at a local medical center in Philadelphia have benefited from a partnership with the Philadelphia Orchestra. The result: a series of free lunchtime concerts at the hospital. Performances have ranged from string quartets, excerpts from operettas such as H.M.S Pinafore and belly dancing to a vocal ensemble drawn from those on the hospital's staff.

THE HEALTHY HEART CAMPAIGN

In Gateshead, England, the local arts council, local library and Celebratory Arts for Primary Healthcare teamed up to launch a series of creative arts and health events to educate the public about the connection between healthy living and a lowered risk of heart disease. The collaboration resulted in a poster series as well as a workshop where people of all ages create lanterns for a parade and festival.

GRACE IN THE GREEN MOUNTAINS

Grass Roots Art and Community Effort (GRACE) is a Vermont-based arts organization dedicated to cultivating the artistic voices to those who typically do not have access to the arts. GRACE began working with a regional mental health agency in a six week pilot project for people with developmental disabilities. It now presents more than 500 workshops each year in nursing homes, mental health agencies and senior centers.

WALK ACROSS AMERICA

At the Vanderbilt University Medical Center in Nashville, Tennessee, patients participate in a unique arts and exercise program: a 30-minute audio-visual tour developed for the patients in the hospital's cardiac unit. Twelve photographs depicting images of the United States are hung at various sites along the corridors, and patients are given a recorded tour that compliments the photographic images, making required walking exercises a more visually and mentally stimulating experience.

MEDICAL SCHOOL MICHAELANGELOS

At Dartmouth Medical School in New Hampshire, first and second year medical students are invited to participate in life drawing classes as part of their education. The classes may be taken for credit and are available to any student regardless of artistic experience. The students are also offered classes in literature, improvisation, dance and creative writing and can elect to work with artists at the hospital who teach them artistic projects for use with their patients.

ESTABLISHING AN ARTS PROGRAM IN A HEALTH CARE SETTING

When creating an arts program in a health care setting, first consider the place and purpose for this activity, and who should be involved in the planning process. Good research, which will help you set goals and priorities for the program. Lastly, proper training and communication is critical to a successful program.

PLANNING PROCESS

★ Form a planning team; keep it small but diverse.



Duke University Medical Center Cultural Services Program

- Include key decision makers (i.e. in a hospital, a staff doctor or administrator).
- ★ Agree on goals and objectives.

RESEARCH

- Check web sites of existing arts and healthcare programs.
- * Read up on articles and other resources on arts and health care.
- Visit existing programs for ideas but keep in mind that simply replicating a program may not work; a successful program addresses the needs of that particular community.

SETTING GOALS AND PRIORITIES

- Document issues of concern and expectations.
- Draft a belief and mission statement, as well as a list of desired benefits.
- ★ Identify a place to start and the audience for the program(s).
- ★ Set goals, objectives, method, time frame, budget and evaluation procedures.

TRAINING AND COMMUNICATION

- Train art volunteers on the do's and don'ts of a hospital, as well as what to do in case of an emergency (who to contact, etc.).
- Establish a system for sharing experiences.
- **★** Evaluate the program on an on-going basis.

It is okay to start small, and build your program over time. Simply improving the physical space may be a good place to begin. As a program begins to develop, it is important to remain sensitive to institutional structures already in place, adapting to existing programs, needs and budgets. It is also important to address the issue of staff and patient morale so that everyone is on board and understands the purpose of the program.

SMALL BUDGETS, LARGE RESULTS

★ At the Duke University Medical Center, the Cultural Services Program has ongoing arrangements with art galleries and the local potters' and weavers' guild for exhibits at the Medical Center—at no cost to the program. "We consider it a trade off. The artists get good exposure to a wide cross section of the community; we get good art," says CSP's Director Janice Palmer.

★ In Florida, the Brevard Cultural Alliance exhibits artwork at the regional hospital. Artists are eager to participate in the rotating exhibits that often result in sales of their work. The program is successful with only \$1,200 in funding from the hospital with the artwork provided by the artists.

Many arts and healing programs work with musicians and choirs from local churches, schools and universities. Arts magnet schools, university arts departments and outreach programs of performing arts organizations, such as operas, symphonies, theaters and dance companies, are additional resources for artistic talent.

HEALING AND THE ARTS RESOURCES

The increase in arts and healing initiatives is reflected in an expanding number of regional, national and international resources. These include conferences, books, articles, as well as existing programs in health centers and medical schools. Below are some excellent sources of information:

ORGANIZATIONS

The Society for the Arts in Healthcare

45 Lyme Road, Suite 304 Hanover, NH 03755-1223 Tel: 603-643-2315

FAX: 603-643-1444

E-mail: HealthArts@aol.com

Web site: www.societyartshealthcare.org

The Society for the Arts in Healthcare (SAH), the national organization of artists, arts administrators, health care professionals, architects and others involved in the use of the arts in medicine. SAH hosts annual national and regional conferences, publishes a newsletter and supports professional development.

Healing & the Arts

The C. Everett Koop Institute 7025 Strasenburgh Dartmouth College Hanover, NH 03755

Tel: 603-650-1450 Fax: 603-650-1452

E-mail: Naj.Wikoff@Dartmouth.EDU Web site: www.koop.dartmouth.edu

The C. Everett Koop Institute was founded by the former U.S. Surgeon General to improve health care, the delivery of health information and the training of health professionals. Healing and the Arts is a program of the Koop Institute developed to explore the role of the arts to improve communication between doctor and patient, to support healing, to help health professionals address job related stress and to communicate health information

International Arts-Medicine Association

3600 Market Street Philadelphia, PA 19104 Tel: 610-525-3784

E-mail: IAMAorg@aol.com

Web site: members.aol.com/iamaorg/IAMA.html

The International Arts-Medicine Association (IAMA) was founded to provide a forum for interdisciplinary, international communication between arts and health professionals. IAMA publishes a quarterly newsletter and a magazine, the International Journal of Arts Medicine.

The Center for Health Design

4550 Alhambra Way Martinez, CA 94553-4406

Tel: 510-370-0345 FAX: 510-228-4018 E-mail: CTR4HD@aol.com

Web site: www.HealthDesign.org

The Center for Health Design is a nonprofit advocacy organization that provides research data, educational programs, publications, and free technical support services to professionals around the world committed to life-enhancing healthcare environments. The Center hosts an annual symposium on healthcare design.

MANUALS/BOOKS

The Hospital Arts Handbook: A Resource for Arts and Humanities Programs in Health Care Settings

by Janice Palmer and Florence Nash

Hospital Arts Handbook CSP Box 3017 Duke University Medical Center Durham, NC 27710

From Artist to Artist-in-Residence: Preparing Artists to Work in Pediatric Healthcare Settings

by Judy Rollins and Carmel Mahan

Rollins & Associates, Inc. 1803 Monroe Street, NW Washington, DC 20010 E-mail: rollinsj@medlib.georgetown.edu



Duke University Medical Center Cultural Services Program

Patient-Focused Architecture for Health Care: an illustrated study

(companion video available)

Arts for Health The Manchester Metropolitan University All Saints, Oxford Road Manchester M15 6BH England

VIDEOS

Jessica Kingsley, Publishers 116 Pentonville Road London N1 9JB

The Arts in Health Care: A Palette of Possibilities, by Charles Kaye and Tony Blee "Healing Arts," a 28-minute video featuring a series of interviews with artists and doctors along with profiles of successful programs.

The Doctor is In: Healing Arts
Department of Visual Arts
Dartmouth-Hitchcock Medical Center
One Medical Center Drive
Lebanon, NH 03756
Tel: 603.643.7400

ABOUT americans for the arts

CHAIR

Fred Lazarus IV
The Maryland Institute,
College of Art

VICE CHAIR

Harriet Sanford Fulton County Arts Council, Atlanta

VICE CHAIR

William Lehr, Jr. Hershey, Pennsylvania

VICE CHAIR

Peter F. Donnelly Corporate Council for the Arts, Seattle

TREASURER

Steven D. Spiess Cravath, Swaine & Moore

AT LARGE

Madeleine Berman Franklin, Michigan

Mrs. Jack S. Blanton, Sr. Houston, Texas

Bill Bulick Regional Arts and Culture Council, Portland (Ore.)

Mrs. Michael A. Miles New York, New York

Mrs. LeRoy Rubin New York, New York

FULL BOARD

Jerry Allen City of San Jose Office of Cultural Affairs

Ramona Baker Arts Council of Indianapolis, Inc.

John Paul Batiste Texas Commission on the Arts Caroline Bock BRAVO: the Film and Arts Network

Raymond A. Boyce Joseph E. Seagram & Sons, Inc.

Willard L. Boyd Field Museum of Natural History

John Brademas New York University

Kathryn Murphy Burke Wisconsin Arts Board

Robert Bush Bush & Associates Hickory, North Carolina

Mrs. Howard Stephen Cowan Boothbay Harbor, Maine

Ken Fergeson National Bank of Commerce, Altus (Okla.)

Gretchen Freeman Freeman/Whitehurst Group, Phoenix

Stephanie French
Philip Morris
Management Co.

Susan S. Goode Norfolk, Virginia

Michael Greene National Academy of Recording Arts & Sciences, Inc.

Mrs. John R. Hall

Ashland, Kentucky

John Haworth National Museum of the American Indian, Smithsonian Institute

Betty Jo Hays Southwest Arkansas Arts Council Eleanor Holtzman National Executive Service Corps

Mrs. Donald M. Kendall Greenwich, Connecticut

Adrian King
The Coca-Cola
Foundation

Michael Marsicano Ph.D. The Arts & Science Council of Charlotte/Mecklenburg

Susan M. Pearce Lockheed Martin Corporation

Dr. James M. Rosser California State University, Los Angeles

Janet Sarbaugh
Heinz Endowments

Sherry Shannon The Corporate Citizen's Group

Joan Small City of Chicago Department of Cultural Affairs

Patricia Holihan Steinhardt Binfield, England

John Straus
New York, New York

Mrs. Gerald H. Westby Tulsa, Oklahoma Americans for the Arts is the national organization for groups and individuals dedicated to advancing the arts and culture in communities across the country. To this end, Americans for the Arts works with cultural organizations, arts and business leaders and patrons to provide leadership, advocacy, visibility, professional development and research and information that will advance support for the arts and culture in our nation's communities.

Americans for the Arts MONOGRAPHS

KINETIK Communication Graphics Inc.

MONOGRAPHS is produced 10 times annually for the membership of Americans for the Arts. For more information, please call 202.371.2830.

© Copyright 1998, Americans for the Arts. Printed in the United States.

Please note that all activities and grants previously conducted under the auspices of the American Council for the Arts or the National Assembly of Local Arts Agencies are now officially part of Americans for the Arts.



ABOUT americans for the arts

Americans for the Arts

Washington Office Headquarters 1000 Vermont Ave, NW 12th Floor Washington, DC 20005 tel 202.371.2830 fax 202.371.0424

New York Office

One East 53rd Street New York, NY 10022 tel 212.223.2787 fax 212.980.4857

Visit our website! www.artsusa.org

STAFF MEMBERS

PRESIDENT'S OFFICE Robert L. Lynch President and CEO

Sandra Gibson Executive Vice President and COO

Helena Belanger Assistant

DEVELOPMENTGigi Ledkovsky ★ *Director*

Oscar Marin ★
Corporate and
Foundation

Carol Morse ★
Associate

R. Brent Stanley
Director

GOVERNMENT
AFFAIRS AND
PRIVATE SECTOR
PARTNERSHIPS
Nina Z. Ozlu

Vice President

Lilian von Rago Government Affairs

★ New York Office

PROGRAMS AND
MEMBER SERVICES/
OPERATIONS
Mara Walker
Director

Jennifer Gottlieb
Communications

Marc Ian Tobias Meetings

J.R. Wells ★
Publications

Heather Rowe Membership/ Marketing

Kelley White Information Systems

Peter Herrick ★
Assistant

Millie Lee Assistant

RESEARCH AND INFORMATION

Randy I. Cohen Director

Nancy Langan Arts Education and Community Development

David Bosca ★
National Arts Policy
Clearinghouse

Benjamin Davidson Information Services

Eleanor Zimmer ★
Clearinghouse
Assistant

MONOGRAPHS

TO ORDER ADDITIONAL COPIES OF THIS AND PAST MONOGRAPHS, write or fax Americans for the Arts, c/o Whitehurst and Clark, 100 Newfield Avenue, Edison, NJ 08837, fax 908.225.1562 (credit card orders only). Copies are available for \$6 each for members, \$8 for nonmembers (plus postage); 50 or more copies of a single issue are \$4 each. SPECIAL DOUBLE ISSUES are \$12 each, \$8 for 50 or more.

Arts in Medicine: Linking Culture to Care	SEPT 98
Workplace Giving: Raising Funds for the Arts	JULY/AUG 98
The 1998 Nancy Hanks Lecture on Arts and Public Policy: Billy Taylor	MAY 98
Local Arts Agency: Facts 1998	mar/apr 98
Arts Programs for At-Risk Youth: How U.S. Communities Are Using	
the Arts to Rescue Their Youth and Deter Crime	FEB 98
Involvement in the Arts and Success in Secondary Schools	DEC 97/JAN 98
Community Cultural Planning: Development and Design to Meet	
Local Needs	ост 97
The 1997 Nancy Hanks Lecture on Arts and Public Policy: Alan Simps	on SEPT 97
Program Planning and Evaluation: Using Logic Models in	
Arts Programs for At-Risk Youth DOUBLE ISSUE	JUNE/JULY 97
The Minnesota Model: Reaching New Audiences with Literature	MAY 97
Hatching Art: Creating a Vital Arts Presence in Your Community	APR 97
United Arts Funds: Meeting the Challenge of Increased Private	
Sector Support for the Arts	mar 97
Making Advocacy a Habit	FEB 97
Cultural Tourism: Bridging America Through Partnerships in the Arts,	
Tourism and Economic Development	JAN 97
The Arts and Older Americans DOUBLE ISSUE	NOV/DEC 96
For Immediate Release: Strategic Media for Local Arts Agencies	ост 96
The Arts, Education and Technology DOUBLE ISSUE	jun/jul 96
Cultural Diversity and the LAA	apr 96
Rural America in Transition: Innovative Responses	mar 96

FOR MORE INFORMATION ON THESE AND OTHER MONOGRAPHS TITLES, please call Americans for the Arts at 202.371.2830.