

their priorities and interests are," he said."In the city of Phoenix, for example, some of our authorizers value the economics of arts and culture, while others respond to the powerful stories of the impact that arts experiences have on individuals and communities."

Building capacity and income

Whitsett said one reason that arts nonprofits increasingly are driven to become data-centric is the fact that in recent years, funders significantly have increased expectations related to outcome measurement. What, precisely, does that mean in terms of bottom lines being enhanced?

"As for tracking increases in donations, there is no one answer," stresses Ashcraft. While data gathering plays an important role in institutional grants, he points out that it does not necessarily motivate other types of donors.

"An individual donor who loves the mission and activities of an arts organization may care less about such data. They are to moved to give based on aesthetic reasons," he said.

One area in which data gathering can strengthen arts/culture organizations - both in terms of donations and increased attendance is when it is used for capacity-building initiatives Walth said.

"When the depth of the recession was evident, several organizations did some very sophisticated data analysis," he explained."This resulted in very intense discussions with board members and staff to identify new contributed and earned income opportunities as well as justify existing programs and services."

So, in the end, applying the analysis of the numbers to arts organizations can sometimes lead to improving the numbers of the bottom line. And that, over time, may prove to be a good way to turn those disheartening NEA statistics around.

Oriana Parker is a Phoenix-based freelance arts writer.

2010s

Christine Holm '14 M.F.A. announced the publication of her "Two Poems" in the winter 2015 issue of Narrative magazine.

Adrienne Celt '12 M.F.A. announced the publication of her story, "Go Back," in the January-February 2015 issue of the Kenyon Review.

♦ Kitt Keller '11 B.A., '14 M.F.A. announced the publication of her story, "Go Back," in the January-February 2015 issue

2000s

of the Kenyon Review.

Joseph Abbruscato '08 B.A., '10 M.A. announced the release by McFarland of the essay collection that he edited with Tanya Jones, "The Gothic Fairy Tale in Young Adult Literature: Essays on Stories form Grimm to Gaiman."

♦ Alexis Bass '06 B.S. announced the release by HarperCollins of her debut novel, "Love and Other Theories," for young adults.

Brian Tayloe '00 B.S. announced the release by Tate Publishing of his book, "Within the Parables: Silent Years of Jesus Revealed," that investigates Jesus' life between the ages of 12 and 30. The book is available on Amazon.

1990s

John Shufeldt '95 M.B.A., '05 J.D., a physician, attorney and business entrepreneur, announced the release of the short e-Book, "Ingredients of Outliers: Woman Game Changer Jenny McClendon." This work is the fourth to be released in the series "Ingredients of Outliers: Women Game Changers" and is available on Amazon.

Christy Whitman '93 B.S., CEO and founder of Quantum Success Coaching AcademyTM, announced the release by TVGuestpert Publishing of her latest book, "The Art of Having It All: A Woman's Guide to Unlimited Abundance." The book is available on Amazon.

Craig Coppola '92 M.B.A., founding partner with Lee & Associates, announced the release of his third book, "The Fantastic Life," that discusses setting and achieving self-identified goals. The book is available on Amazon.

1980s

David Caruth '88 B.A., founder and president of God's Perfect Timing Ministries, announced the release by WestBow Press of his book, "6 Keys of Spiritual Transformation." Another of his books, "God's Perfect Timing: Breaking the Cycle of Poverty with Education and Faith," was released by the same publisher in 2011. Both are available on Amazon.

Roger Medd '80 B.S.E. announced the release by CreateSpace Publishing of his book, "The Voiceprint of God: Recognizing and Following His Voice," that offers an engineer's perspective on a spiritual topic. The book is available on Amazon.

1970s

David J. Peck '76 B.A.E., '81 M.Ed.

announced that his book, "Or Perish in the Attempt – Hardship and Medicine of the Lewis and Clark Expedition," was selected for production as an hour-long documentary to be directed by Emmy winning filmmaker Craig Wirth. The project is sponsored by the Lewis and Clark Foundation.

John L. Romano '76 Ph.D., professor of educational psychology at the University of Minnesota, announced the release by the American Psychological Association of his book, "Prevention Psychology: Enhancing Personal and Social Well-Being."

Aleta You '75 Ph.D. announced the release of her book, "Biblical Solutions for Daily Living – Developing a Vital and Personal Relationship with God." The work is available on Amazon.com.

George Constantz '73 M.S., '76 Ph.D., previously a fish ecologist at the Academy of Natural Sciences and watershed planner at the Canaan Valley Institute, announced