

# Memorandum

**DATE:** October 20, 2000  
**TO:** Office of State Budget  
**FROM:** Suzette M. Surkamer  
Executive Director  
**RE:** Accountability Report

With this transmittal message we are submitting the Arts Commission's Accountability Report for fiscal year 1999-2000.

Please note that, because our agency is small and has only two major programs (Statewide Arts Services and Administration), the full report is brief. Similarly, our criteria for ranking are simple: Statewide Arts Services constitute the agency's primary function, and Administration exists to support that function.

The Arts Commission's mission statement is based on its original enabling legislation and was most recently reviewed and revised in February 1998, as part of an eight-month planning process, which produced a new three-year strategic plan. The mission and goals of the agency also are reviewed each time the agency undertakes statewide public planning through its "Canvas of the People" process. The most recent Canvas took place in 1991-92 and produced *A Ten Year Plan for the Arts in South Carolina 1992-2002*, which is a plan for the statewide arts community that serves as the agency's guide in long range planning and programming. The agency's goals, which are summarized within the program goal for Statewide Arts Services in the attached report, were revised during the 1992 process, which involved over 800 constituents. The Executive Director works with the agency's nine-member Board of Commissioners and agency staff in developing programmatic outcomes, activities, and performance measures that reflect the priorities of the *Ten Year Plan*. During the current fiscal year the agency will embark on a new Canvas process, which will lead to the development of a new long range plan for the arts in the state.

A major focus of the Arts Commission's efforts is collaboration with other agencies and private organizations to address important, broad-based issues that involve the arts, or in which the arts have roles to play. Among these collaborations are the SC Arts in Basic Curriculum (ABC) project, which involves over 50 agencies and organizations; the Cultural Visions for Rural Communities initiative (more than 25 agencies and organizations); and the SC Design Arts Partnership (SC Downtown Development Association, Clemson School of Architecture, and the Arts Commission). Each cooperative venture is designed to use resources more effectively as it promotes partnership, communication, and common effort to deal with significant public concerns.

If you have questions about this report, please contact me or Ken May, the agency's Deputy Director, at 734-8696.

**Executive Summary**  
**South Carolina Arts Commission**  
**Accountability Report for Fiscal Year 1999-2000**

The South Carolina Arts Commission is a small agency whose mission is to develop a thriving arts environment throughout the state. Such an environment is seen as essential to quality of life, education, and economic vitality for all South Carolinians. The Commission interprets its mission in terms of the needs of the state and its people at large and, with broad public involvement in planning, has developed strategic emphases around the dual themes of economic development and education.

The Commission has two programs: (in order of priority) Statewide Arts Services (total cost in FY2000 of **\$4,609,381**) and Administration (**\$952,508**). The Statewide Arts Services program focuses on the agency's goals: to advance quality arts education, to promote community development through the arts and creative partnerships, and to assist professional artists in developing their careers. The function of Administration is to provide necessary support for Statewide Arts Services.

Highlight results of the Commission's work in Fiscal Year 1999-2000 included:

- Continued development of the SC Arts in Basic Curriculum (ABC) initiative, including newly trained teacher/leaders; an increasing local ABC grassroots network; a 12% increase in participating schools and districts wishing to implement challenging, standards-based arts curricula; publication of a thorough evaluation of the project's first decade that points toward critical new directions for the next phase, and the launch of new outreach initiatives based on the project evaluation.
- Broad use of professional artists as resources to education, involving more than 334,000 students (20% increase over FY1999) in over 640 school sites (16% increase) statewide, including previously unserved schools.
- Continued growth of arts partnership efforts in support of economic development and community building in 11 SC rural communities.
- More than 120 artists and arts leaders participated in the biennial statewide conference on the arts.
- More than 450 grants awarded in 42 or 46 SC counties, totaling more than \$2,800,000 and generating more than \$45,000,000 in local matching funds.
- Significant expansion in support for research on and public presentation of SC's rich heritage of folklife and traditional arts.
- New efforts to promote creative interactions between professional artists and community citizens in 5 SC communities.
- Expanding efforts to improve agency communications with constituents via internet technology and broadcast media.
- Major investment of staff time in direct, personal contact with constituents.
- Increased opportunities for SC artists to publish, exhibit, distribute, perform, and sell their work in-state, nationally, and internationally.
- Through Total Quality Management processes, staff training, realignment of staff and resources, and effective implementation of plans and strategies, administrative services contributed to high quality constituent service and good stewardship of public resources.

## **Arts Commission**

### **Accountability Report for 1999-2000**

#### **MISSION:**

With a commitment to excellence across the spectrum of our state's cultures and forms of expression, the South Carolina Arts Commission pursues its public charge to develop a thriving arts environment, which is essential to quality of life, education, and economic vitality for all South Carolinians.

#### **LEADERSHIP SYSTEM**

The Arts Commission is a small agency with a flat organizational structure, governed by a nine member appointed board and managed by a two-person senior management staff. There is daily interaction between senior management and all other organizational levels. The agency frequently employs quality teams to solve problems, plan activities, and create new programs and procedures. Facilitated discussion is the most common mode of group interaction in these processes, and the majority of staff have been trained as facilitators.

During FY1998-99, the entire staff and board participated in strategic and operational planning that began with a review and revision of the agency mission by board, management, and arts services staff and the identification of five key guiding principles for the agency by board, management, and all staff. This process produced a three-year strategic plan, which responds to the state's ten-year plan for the arts and guides development of annual operational plans. Within the parameters of these plans, agency staff have broad latitude in implementing programs, operations, and services to constituents, subject to consultative guidance from management.

Staff are encouraged to be entrepreneurial and flexible, seeking opportunities to make progress toward common agency objectives. They are also encouraged to develop their own leadership capacity in their fields of specialization at the state and national level and to accept leadership roles outside their programmatic areas when appropriate, either within the agency or outside (please see Priority 2, objective 3 for examples).

#### **CUSTOMER FOCUS AND SATISFACTION**

Since 1980, all of the agency's activity has been based on broadly inclusive and highly interactive statewide planning processes with constituents. These major processes have been held periodically over the past two decades, most recently during 1991-92, when *A Ten Year Plan for the Arts in South Carolina 1992-2002* was developed. The plans produced by these processes set the long term agency agenda, but within these long cycles, interaction with constituents and planning and action based on that contact is continuous.

Formal means such as task forces, surveys, and evaluations are frequently used, but day-to-day feedback from program users is closely monitored as well. The agency's system of Regional Arts Coordinators, who are "first line" customer service providers and are individually responsible for specifically assigned counties, provides the agency a statewide network for information gathering and communication. This system is very sensitive to feedback and trends, and it offers constituents easy and consistent access to the agency and its programs, putting a human face on administrative processes that might otherwise seem rather bureaucratic (grant applications, contracts, payments, reporting, etc.) Increasingly, the agency also employs its core processes themselves as tools for information gathering and analysis. For example, during the past four years, several strategically important, statewide needs have been identified through content analysis of narratives submitted with major grant applications. The specifics and dimensions of these needs were then explored through follow-up constituent surveys and focus groups.

Arts constituents have a deserved reputation for being vocal and passionate about their likes and dislikes, and this is borne out in the Arts Commission's experience. Through letters, evaluation documents, phone calls, e-mails, and public and private meetings, constituents voice their concerns and express their satisfactions regarding agency efforts. Agency staff are conscientious in reporting this information to management and board and seeking satisfactory solutions when there are solvable problems.

**OTHER PERFORMANCE EXCELLENCE CRITERIA**

It is indicative of the agency’s focus on excellence that most of the “other” Malcolm Baldrige National Quality Award criteria have been addressed in the preceding sections. Strategic planning, information collection and analysis, and systems and processes for assuring the quality of services are fundamental to the agency’s functions and are integrated throughout it’s operations. The agency also has a strong human resources focus, providing continuing staff education and training, a growing wellness program, team building activities, and ongoing efforts to ensure fair and competitive staff compensation. The agency’s staff members are it’s most important assets. Without people who are committed to the agency’s mission, knowledgeable in their fields, and skilled at working with their customers (constituents), none of these other criteria for excellence can be met.

**PRIORITY 1**

**PROGRAM--STATEWIDE ARTS SERVICES**

<b>TOTAL COST: \$ 4,609,381</b>
State: \$ 3,827,611
Federal: \$ 647,558
Other: \$ 134,212

**Program Goal:**

Establish the arts as an integral part of South Carolina's educational systems; stimulate the development of South Carolina's culturally diverse community arts resources and organizations; promote creative partnerships to improve the quality of our lives, preserve our cultural heritage, and enhance our economic growth; and support the artistic growth and personal and economic well-being of South Carolina artists.

**Program Objectives (numbered) for FY 1999-2000 and Key Results—Performance Indicators (bulleted):**

**Arts Education:**

1. Continue to build and strengthen the **SC Arts in Basic Curriculum** (ABC) arts education reform initiative.
  - The ABC Steering Committee (statewide leadership body involving over 50 statewide organizations and agencies) and the ABC Coordinating Committee (partnership management team--Arts Commission, Department of Education, and Winthrop University School of Visual and Performing Arts) continued to function effectively for communication, planning, decision-making, and project coordination.
  - Through the ABC Project office at Winthrop University, the ABC partnership doubled its capacity to provide intensive teacher training in standards-based arts education by opening a second Curriculum Leadership Institute in the Arts (CLIA) in June 2000 in a Pee Dee location (Coastal Carolina University), close to many of the school districts of greatest need. In addition, the project offered a third CLIA with a special focus on student assessment. More than 60 teachers were trained through the three CLIA’s, bringing the total number trained since 1995 to more than 150.
  - The ABC grassroots network grew to a membership of more than 3,500.
  - In fall 1999 the Arts Commission and the ABC Project published the complete results of a rigorous evaluation of the impact of the SC Arts in Basic Curriculum initiative after ten years, performed by Dr. Michael Seaman, Associate Professor of Educational Research at the USC College of Education.
  - Based on the findings of the ABC ten-year evaluation, the ABC Project began implementation of a strategic plan for outreach. While the target group includes many schools in the state, the outreach initiative places special emphasis on school districts of great need, and a number of these were reached, including districts in Bamberg, Clarendon, Chester, Chesterfield, Dillon, Edgefield, Fairfield, Lee, Marion, McCormick, and Williamsburg counties. This continuing effort will be supported in part by a new \$100,000 grant awarded to the ABC Project by the National Endowment for the Arts during FY2000.
  - The ABC Project received the National Assembly of State Arts Agencies’ Innovation Award, given to one state each year in recognition of groundbreaking, successful programs initiated by state arts agencies.

2. Continue to increase the number of SC schools implementing high quality, **standards-based arts education** for all students in all arts disciplines.
  - 8 school districts and 11 individual schools were supported in implementing comprehensive plans to improve arts education (increase of 12% over FY1999 and 137% since 1994).
3. Continue to support the use of **professional artists as resources to school arts curricula**, pre-K--grade 12 throughout the state.
  - 99 grants supported artist residencies involving more than 800 artists and 334,000 students in 641 school sites statewide. This represents a **20% increase in participating students and a 16% increase in school sites** over FY1999, thanks to new supplemental funds for arts education in FY2000.
4. Maintain easy access, **entry-level arts education opportunities** for unserved schools.
  - The recently established “QuickStart” grant program, employing a very simple application and rapid-response award process, supported one-week artist residencies in 17 previously non-participating schools—a 240% increase over FY1999, thanks to new funds for arts education.

***Community Arts Resources and Partnerships:***

1. Continue growth and cultivation of **established partnership efforts** that effectively employ the arts to address rural economic development (Cultural Visions for Rural Communities) and the design of more livable communities (SC Design Arts Partnership).
  - The Cultural Visions program supported new demonstration projects linking arts and economic development objectives in 11 rural communities.
  - Through public service design resources at Clemson University, the SC Design Arts Partnership (Arts Commission; SC Downtown Development Association; Clemson School of Art, Architecture & Humanities; Clemson Outreach) provided community design planning services to 13 communities statewide.
  - In October 1999, the SC Design Arts Partnership presented the first SC Mayors’ Design Institute. This three-day event engaged five invited SC mayors in intensive dialogue about the role of design in towns and cities and provided them with detailed technical assistance from nationally recognized design experts chosen specially for knowledge relevant to design challenges brought to the institute by the participating mayors.
2. Plan, design, and implement the **biennial statewide conference on the arts** in April 2000 for artists and arts organizations in South Carolina that provides opportunities for constituents to network with each other, attend seminars, share information, and meet with Arts Commission staff.
  - The Statewide Conference, titled “artsinterface2000: Artists and Arts Leaders in a Changing Ecology”, was presented in Camden, SC, serving a mixture of artists and arts leaders from throughout the state (65 individual artists and 56 arts administrators, board members, and volunteers). This conference achieved its key goal of attracting substantially more individual artists than such conferences in recent years. Participant evaluations of plenary and concurrent sessions and other activities, as well as general ratings of the conference, showed strong approval for content, presenters, and management of this event. The conference was the first for which the agency’s website was the primary means of delivering registration forms and detailed conference information to potential attendees. Evaluation of this effort has yielded valuable insights into how to use the web effectively in coordination with other distribution media in the future.
3. Support the arts programs and projects of arts organizations, community organizations, and individual artists statewide through annual and quarterly **grants and fellowships**.
  - 1,030 grant applications were received and reviewed.
  - A total of 459 grants were awarded directly in 42 of 46 counties.
  - Total awards were \$2,821,917, which generated \$45,086,805 (preliminary total) in local matching funds (approximately \$16 return on every Arts Commission dollar invested). Awards excluding Arts in Education grants totaled \$2,041,981 and generated over \$43,534,000 in matching funds (\$21 ROI).

- Since FY1996 grant investment has increased by 34%, while documented local matching has grown 224% (see the attached graph).
- Final grant reports documented over 2,650,000 participants in funded programs.
- All grant guidelines and “self-calculating” application forms were published through the agency website, eliminating costly bulk printing and mailing (paper versions printed from the website are mailed on request) and ensuring that only current documents are circulated. Each time these documents are downloaded rather than duplicated and mailed, the agency realizes savings of \$1.50-2.50 in printing and postage costs.

4. Expand support for research on and public presentation of SC’s rich heritage of **folklife and traditional arts**.

- \$30,000 grant from the National Endowment for the Arts (NEA) for folklife research in Regions I and II of the SC Heritage Corridor, traditional arts apprenticeships, and other programming.
- \$15,000 partnership grant from the SC Department of Parks, Recreation, and Tourism to support Heritage Corridor fieldwork (match for NEA grant).
- Heritage Corridor Fieldwork in Regions I and II completed by qualified folklife researchers.
- \$15,000 from Lila Wallace-Readers Digest/Fund for Folk Culture for second edition of the SC Institute for Community Scholars.
- In July 1999, presented the second SC Institute for Community Scholars (ICS), providing 25 selected participants with extensive training in concepts and techniques of fieldwork, documentation, and presentation of traditional arts.
- Awarded Folk Arts Project grants to 5 community organizations.
- Awarded 9 ICS research fellowships to graduates of the ICS program.
- 3 traditional arts apprenticeships completed with identified master artists and community apprentices, under supervision of ICS graduates.

5. Provide opportunities for extended **creative interactions between professional artists and community citizens** in up to 8 communities annually.

- The Artists in Communities program supported teams of 2 artists leading community-based projects, generally 4 weeks in length, in 5 communities.
- The Artists in Communities program was featured in a workshop session at SC Downtown Development Association’s annual Lovable Cities conference.

6. Improve **communication with constituents** through application of new information resources.

*a. Expand computer-based communications:*

- Regularly updated and upgraded agency website, now receiving between 16,000 and 20,000 hits monthly (compared to approximately 7,000 hits in fall 1999—see the attached graph).
- All grant guidelines and application forms online, downloadable through the website.
- All conference registration information and job announcements posted on the agency website.
- Regularly distributed “News from SCAC” e-mail newsbrief to over 700 constituents.
- Monthly updates of *untitled*, the agency’s artist opportunities newsletter now on the website (supplementing five hardcopy issues per year, providing more up-to-date information).
- Administered four constituent “listserv” groups, adding members to each, with dramatic growth in the one devoted to Folklife and Traditional Arts.
- Provided 29 organizations with SCArtsNet grants for the purchase of equipment and services needed for online communication;
- Provided training for artists and arts organizations in using internet resources (in partnership with the SC State Library).

*b. Expand radio presence of SC’s arts via the SC Educational Radio Network (SCERN) statewide:*

- *Arts Calendar*—ten brief segments each week announcing arts events in SC, with companion website, now expanded to 31 rotations weekly (69,800 total individuals hear one or more of the *Arts Calendar* segments weekly);
- A new weekend *Arts Calendar* segment was added, reaching an additional 30,900 listeners each week.

- A new, locally produced, bilingual program devoted to Latino music was added to the SCERN schedule through the efforts of SCAC staff.
7. Provide **regular personal contact**, easy and timely access to information, and technical assistance to arts constituents statewide.
- Constituents statewide received an estimated 7,000 hours of direct service by 7 Regional Arts Coordinators, assigned to an average of 6 counties each. These services were in addition to these staff members' other assigned programmatic duties.
8. Implement the first year of *Views from the Edge of the Century*, a two-year, statewide series of over thirty art exhibitions, assisted by a \$90,000 grant from Bank of America to assist in statewide, regional and national promotion; an \$82,500 grant secured from the National Endowment for the Arts (NEA) to assist with costs of "signature" shows in 5 major museums; and *Pro bono* marketing and promotion assistance from a Columbia Advertising firm valued at approximately \$50,000.
- Seventeen exhibitions supported statewide;
  - *Views* exhibitions promoted through the annual *South Carolina Travel Guide* published by the SC Department of Parks, Recreation, and Tourism;
  - Feature article on *Views* in *South Carolina Commerce*, an internationally distributed publication of the SC Department of Commerce;
  - Feature article on *Views* in the February 2000 issue of *Southern Living Magazine*;
  - Special *Views* inserts in winter and summer issues of *Artifacts* (agency newspaper);
  - Full page ad in *The State*, sponsored by Bank of America (over and above grant support).
9. Present three **CityArts** Exhibitions at Bank of America Plaza (CityArts is a joint project of the Arts Commission, Bank of America, and TrizecHahn to provide art exhibitions in an alternative public space for access by thousands of SC citizens who might not normally attend museums):
- *Selections from "One Hundred Years/One Hundred Artists"*
  - *Selections from the State Art Collection: The 80's*
  - *Making Music*
10. Provide works of art for display in public spaces through the **State Art Collection** loan program.
- Pieces from the collection displayed in 15 participating state agencies.

**Artist Development:**

1. Increase **opportunities for SC artists** to publish, exhibit, distribute, perform, and sell their work.
- The SCAC Community Tour (CT) performing arts grant program supported 44 performances by 20 SC artists and ensembles in 21 communities, generating over \$138,000 in artist fees. Application for a CT grant is very simple, and most of the grants are made to rural organizations, many of whom receive no other funding from the SCAC.
  - The SCAC represented 31 performing artists and ensembles (members of the SCAC CT artists roster) at the annual Southern Arts Exchange, a regional performing arts showcase and booking conference.
  - With co-sponsorship of the SCAC and the Charleston *Post & Courier*, the SC Fiction Project continued to publish competitively selected short stories by SC authors. Stories by 12 SC authors were published, one per month, in this newspaper with a statewide circulation of 450,000.
2. Provide **training, technical assistance, and other resources** that help professional artists advance their careers.
- The SCAC Media Arts Center continued to make film and video editing facilities, equipment, training, and other programs available to independent media artists and audiences at a fraction of commercial rates, and over 1,500 participants from throughout the southeast and across the nation used the center's services.
  - Through staff arts discipline specialist, the SCAC provided personal contact, easy and timely access to information, and technical assistance to professional artists statewide.

## PRIORITY 2

### PROGRAM--ADMINISTRATION

**TOTAL COST: \$ 952,508**  
State: \$ 923,707  
Federal: \$ 28,801  
Other: \$ 0

#### **Goal:**

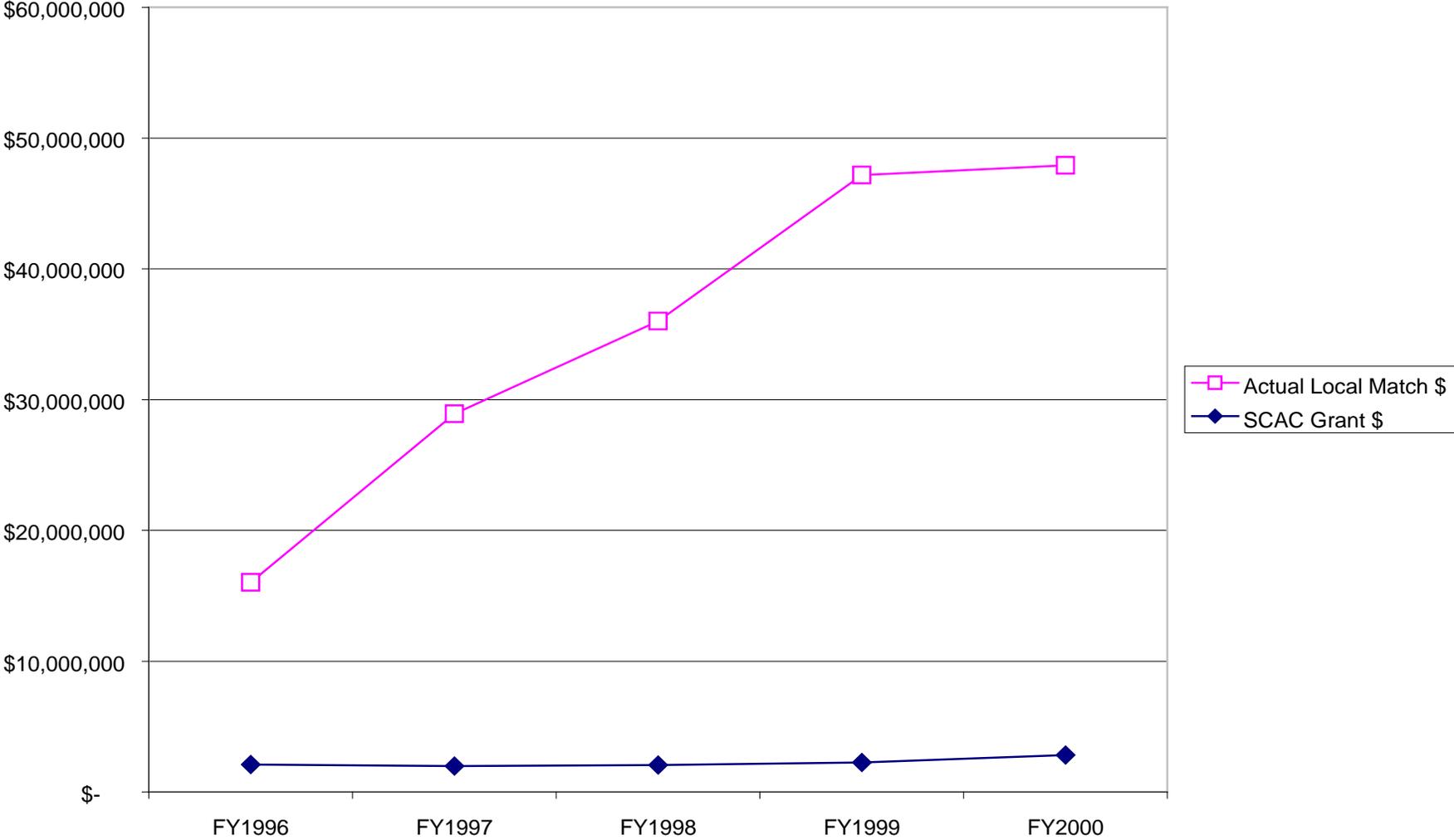
To provide management and support services needed to accomplish the goals, objectives, and outcomes of the agency with maximum efficiency.

#### **Program Objectives (numbered) for FY 1999-2000 and Key Results—Performance Indicators (bulleted):**

1. Train key agency managers in developing and writing **performance measurements**.
  - In June of 2000, the agency contracted with Valerie Lenart of Human Resources Development Services (OHR) to provide training on performance measurement to the agency Executive Director, Deputy Director, Grants Office Director, and Director of Human Resources. Instruction and facilitated discussion focused on the identification of mission-appropriate, meaningful, and measurable indicators of agency and program performance. Goals and timelines were set to develop new measures that can be used in FY2001.
2. Encourage **continuous learning** among agency staff:
  - The agency Tuition Assistance program provided assistance to four staff members for continuing education.
  - A series of in-house computer workshops was presented by agency IT staff and other staff. Each workshop served 10-15 staff members, for whom comparable training from an outside source would have cost \$100-165 each. A portion of the funds saved were reinvested in “training the trainers” who organized and delivered the workshops.
3. Encourage opportunities for staff **leadership development and networking**. Allow agency staff members to serve on panels, boards, advisory committees, and delegations:
  - National Register of Peer Professionals for the General Services Administration Art-In-Architecture Program;
  - Grant review panels for NEA; Southern Arts Federation (SAF); SC Department of Education; and Georgia, Louisiana, Mississippi, and, Ohio state arts agencies;
  - Boards of the Palmetto Book Alliance, SAF, Association of Performing Arts Presenters; National Assembly of State Arts Agencies (NASAA) Arts Education Committee; national Arts Education Partnership (NASAA representative); SC Rural Development Council; Planning Committee for the Governor’s Rural Summit; SAF Arts Education Advisory Committee;
4. **Realign staffing and resources** to improve agency functions and efficiency:
  - Reorganized and expanded the agency Information Technology department to address expanding needs in this area.
  - A “shared” staff position with partner agencies and organizations was implemented to support the agency’s literature program, resulting in expanded effectiveness achieved at a savings of approximately \$28,750 in salary and fringe benefits that would have been needed if the agency had created its own full time position.
5. Plan and/or implement **computer network-based strategies** to increase efficiency and reduce cost of constituent services and internal operations.
  - Implemented a major upgrade of the agency’s database management system software in fall 1999. As a result of this installation, the agency was fully Y2K compliant before the new year.

- Linked the agency HRM office with the state HR database;
  - Provided online information and automated registration forms for agency conferences and events available for downloading from the agency website;
  - Greatly expanded offerings on the agency intranet for staff use—frequently used information, links to other important resources, agency forms, instructions for common processes, timely reminders, etc.
  - Began to investigate options for a new web-based grant application system that will integrate with the new agency database.
6. Ensure that reliable **financial controls** are in place and are well administered.
- The agency's most recent state audit, performed in FY2000 (for activity in FY1999) found no material weaknesses.

### Grantmaking: Return on Investment



Arts Commission Website Usage July 1998 to Present

