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## Memorandum

DATE: October 16, 1998  
TO: Office of State Budget  
FROM: Suzette M. Surkamer  
Executive Director  
RE: Accountability Report

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STATE DOCUMENTS

With this transmittal message we are submitting the Arts Commission's Accountability Report for fiscal year 1997-1998.

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*.

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 and is now celebrating its tenth anniversary; 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.

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Budget & Control Board  
OFFICE OF STATE BUDGET

**Executive Summary**  
**South Carolina Arts Commission**  
**Accountability Report for Fiscal Year 1997-1998**

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 FY1998 of \$3,368,914) and Administration (\$941,911). 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 1997-1998 included:

- Continued growth of the SC Arts in Basic Curriculum (ABC) initiative, including newly trained teacher/leaders, a 7% increase in the local ABC grassroots network, and a 20% increase in schools and districts implementing challenging, standards-based arts curricula.
- Broad use of professional artists as resources to education, involving more than 225,000 students in over 500 school sites statewide, including previously unserved schools.
- Continued growth of arts partnership efforts in support of economic development and community building in more than 20 SC towns and neighborhoods.
- Training and professional development for 150 community arts leaders through the Commission's biennial Statewide Conference on the Arts.
- More than 400 grants awarded in 45 or 46 SC counties, totaling more than \$2,000,000 and generating more than \$33,000,000 in local matching funds.
- In-depth training for 25 local "community scholars" in methods of identifying, documenting, and presenting traditional folk arts.
- New efforts to promote creative interactions between professional artists and community citizens in 8 SC communities.
- New initiatives to improve agency communications with constituents via internet technology (website upgrades and e-mail newsletters).
- Major investment of staff time in direct, personal contact with constituents.
- Successful pursuit of non-state grants and revenues exceeding \$1,000,000.
- Increased opportunities for SC artists to publish, exhibit, distribute, perform, and sell their work in-state, nationally, and internationally, which directly generated more than \$350,000 in artist fees and sales.
- Through Total Quality Management processes, staff training and realignment, 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 1997-1998

### 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.

### PRIORITY 1

#### PROGRAM--STATEWIDE ARTS SERVICES

**TOTAL COST: \$ 3,368,914**

State: \$ 2,940,729

Federal: \$ 236,818

Other: \$ 191,367

#### 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 1997-98 and Performance Measures (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.
- Increased the statewide network of teacher/leaders trained through the Curriculum Leadership Institute in the Arts (14 new graduates of CLIA II and 22 graduates of CLIA Assessment Institute, a new offering).
- The ABC grassroots network membership exceeded 3,000 (approx. 7% increase).
- In fall 1997 the ABC Coordinating Committee commissioned a rigorous evaluation of the impact of the SC Arts in Basic Curriculum initiative after ten years, performed by a highly-qualified, objective educational researcher. Findings will be delivered in late fall 1998.

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 10 individual schools were supported in implementing comprehensive plans to improve arts education (increase of 20% over FY97; 125% since 1994).

3. Continue to support the use of **professional artists as resources to school arts curricula**, pre-K--grade 12 throughout the state.

- 87 grants supported artist residencies involving more than 800 artists and 225,000 students in 535 school sites statewide.
- With sponsorship from the LS3P architecture firm in Charleston, the SCAC provided professional architects in residence for two week projects in 6 SC schools.
- The annual Arts Education Booking Conference served 130 artists and ensembles and 450 sponsors of artist residency programs for FY99. Conference costs were fully supported by registration fees.

4. Establish easy access, **entry-level arts education opportunities** for unserved schools.

- The newly established "QuickStart" grant program, employing a very simple application and award process, supported one-week artist residencies in 7 previously non-participating schools.

***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), community-building in inner cities (Cultural Visions Inner Cities "Community Discovery" projects), 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 6 rural communities.
- A regular application cycle of Cultural Visions quarterly planning and biennial implementation grants was established.
- The Cultural Visions Inner City program supported a "community discovery" project in cooperation with the Charleston Housing Authority.
- In cooperation with the Strom Thurmond Institute at Clemson, the Cultural Visions project provided training and technical assistance to teams from 9 communities to support integrated arts and economic development projects.
- Through the public service design studio at Clemson, 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 12 communities statewide.
- The Arts Commission's Design Arts grant program assisted design projects in 6 communities.

2. Through the biennial **Statewide Conference on the Arts**, provide training and networking opportunities for at least 130 community arts leaders.

- The Statewide Conference on the Arts, held in March in Rock Hill, was attended by 150 arts leaders (exceeding its goal by more than 15%)
- Conference registration fees paid by participants were more than adequate to cover speaker fees and travel costs, but were still less than 50% of the cost of comparable out-of-state training opportunities.

3. Support the arts programs and projects of arts organizations, community organizations, and individual artists statewide through annual and quarterly **grants and fellowships**.

- 699 grant applications were received and reviewed.
- Through a consolidation process, the number of application review panels was reduced from 12 in FY1997 to 9 in FY1998.
- A total of 426 grants were awarded directly in 45 of 46 counties.
- Total awards were \$2,059,194, which generated \$33,478,562 in local matching funds (\$16.25 return on every Arts Commission dollar invested).
- Final grant reports documented over 1,650,000 participants in funded programs.
- The SCAC published a major revision of agency grant guidelines for FY2000 and 2001 in a flexible looseleaf format (and on the agency website). The new format will allow updates by inserts as needed without revision and republication of the entire document, yielding savings in printing costs.

4. Provide training to selected constituents that will enable them to identify and document **local artistic traditions** and assist practitioners of these traditions in sharing their arts with others in their communities and beyond.

- The SC Institute for Community Scholars in the Traditional Arts, which was supported by grants from the National Endowment for the Arts and the SC Humanities Council, provided specialized training and assistance for 25 individuals, primarily from rural and other underserved SC communities.

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

- The newly redesigned Artists in Communities program (formerly Mobile Arts) supported teams of 2 artists leading community-based projects, generally 4 weeks in length, in 8 communities. This new program, developed through a 1996-97 team process, saved the agency an estimated \$80,000 in expenses for new mobile studio equipment.

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

- In early 1998, the Arts Commission began ongoing, extensive renovations of the agency website (<http://www.state.sc.us/arts>), moving it to the state server, updating and expanding content, and adding new technical features.
- A follow-up survey in spring 1998 documented the growing importance to daily operations of this new technology for a majority of 1996 and 1997 SC ArtsNet grant recipients (more than 60 arts organizations assisted in purchasing equipment and services for online communications through a very streamlined application/contract process).
- In spring 1998, the Arts Commission (SCAC) began distributing *News from SCAC*, an e-mail digest of timely information on SCAC programs and other items/opportunities, distributed to over 170 organizations via broadcast e-mail every two weeks.

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. Actively seek and secure **non-state resources** to supplement state support of SCAC programs.

- More than \$150,000 in new grant funding was secured from non-state sources.
- The total of non-state revenues exceeded \$1,000,000.

#### **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 54 performances by SC artists and ensembles in 27 communities, generating over \$220,000 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 30 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.
- The SCAC Visual Arts program managed art acquisition projects for 6 "clients" in both the public and private sectors, resulting in purchases from artists of more than \$124,000.
- In cooperation with the SC State Museum, the SCAC Visual Arts Program produced *Triennial 98*, a juried showcase of works by SC visual and crafts artists, and distributed some 5000 copies of the tabloid exhibition catalogue through arts organizations, bookstores and newsstands, and newspaper vending boxes throughout the state.
- In cooperation with MetLife and NationsBank, the SCAC Visual Arts Program produced the *City Arts* exhibitions at the NationsBank Plaza in Columbia. There were 2 thematic shows during FY1998, presenting contemporary SC art in a high-traffic, commercial space.
- 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.
- In fall of 1997, the SCAC was invited by the SC Budget and Control Board to participate in a special South Carolina pavilion at the Mainz Trade Show, Germany's second largest annual trade exhibition, which took place in March in the capital city of Rheinland-Pfalz, South Carolina's German sister state. A staff team was chartered to plan and implement this project, which included an exhibition of art works by South Carolina artists, live demonstrations and performances by 2 SC traditional crafts

people and 3 musicians (who were featured on German television during the show), and representation of the broad spectrum of SC arts through a specially produced video presentation and distribution of promotional materials. Staff also worked with SC artists to provide products for sale in another part of the pavilion exhibit.

2. Provide **training, technical assistance, and other resources** that help professional artists advance their careers.

- The SCAC Media Arts Center (MAC) produced its biennial Southeastern Media Institute in June 1998, providing 14 workshops on a wide range of topics, serving 146 participants.
- The MAC continued to make film and video editing facilities and equipment available to independent media artists at a fraction of commercial rates, and over 75 artists from throughout the southeast and across the nation used the center's services. In fall 1997, the MAC purchased and installed a non-linear digital editing system, which will make state-of-the-art technology available and affordable to constituents, while increasing the Center's revenues substantially.
- Through staff arts discipline specialist, the SCAC provided personal contact, easy and timely access to information, and technical assistance to professional artists statewide.

3. Through joint planning with constituents, **ensure that programs for artists effectively address identified needs and opportunities.**

- In August 1997 the Arts Commission convened a constituent Literary Arts Task Force to assess current programming in literary arts and recommend future directions, based on limited available resources. Results of this thorough review of programming include adjustment of eligibility requirements for the SC Fiction Project, consolidation of two existing programs (Writers Forum and Readers Circuit) into one more comprehensive program, now known as Writers Reading; increased integration of literature into other Commission programs; and a new partnership with the SC State Library and the SC Humanities Council for joint staffing.

## PRIORITY 2

### PROGRAM--ADMINISTRATION

**TOTAL COST: \$ 941,504**

State: \$ 930,911

Federal: \$ 10,593

Other: \$ 0

#### Goal:

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

#### Program Objectives (numbered) for FY 1997-98 and Performance Measures (bulleted):

1. Charter **Total Quality Management (TQM)** teams for identified agency improvement initiatives.
  - The agency undertook 6 quality team processes focusing on staff development, public awareness, international partnership, new technology, revenue generation, and professional development for constituents.
2. Work with the Center for Education and Quality Assessment (CEQA) to **develop customized training** for South Carolina Arts Commission staff.
  - Training content focused on staff needs in the areas of 1) meeting management and facilitation for staff teams and constituent groups and 2) electronic communications. Facilitation training for more than 30 staff members (85%) was secured from a private firm at a per-head cost of less than one third of the vendor's standard individual registration fee. Fourteen agency staff members (40%) received training in use of new groupware software through classes at the Budget & Control Board's OIR Training and Learning Center. These individuals will serve as peer resources for other staff members.