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South Carolina Arts Commission
Annual Accountability Report 1996-97

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South Carolina Arts Commission
1800 Gervais Street
Columbia, South Carolina 29201-3585
(803) 734-8696
Fax #: (803) 734-8526

Memorandum

DATE: October 14, 1997
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 1996-1997.

Please note that, because our agency is small and has only two major programs (Statewide Arts Services and Administration), the full report is brief--only 2½ pages. Therefore, we have not included a separate executive summary. 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 drawn from its original enabling legislation and is 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 also reviewed and 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

Arts Commission

Mission:

To join with private patrons and with institutions and professional organizations concerned with the arts to insure that the arts . . . will continue to grow and play an ever more significant part in the welfare and educational experiences of our citizens. (*Act to Create the South Carolina Arts Commission, 1967*)

PRIORITY 1

PROGRAM--STATEWIDE ARTS SERVICES

COST: \$ 3,224,281

Program Goal:

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

Program Objectives for FY 1996-97 (Accomplished):

Increase the number of schools and school districts developing and/or implementing arts education plans as part of general education reform strategies by 5-10%. Increase participation by educators and community leaders in arts education leadership development opportunities by 10%. Serve at least 100 artists and 350 sponsors of artist residency programs through the annual Arts Education Booking Conference. Support artist residencies in 450-500 schools statewide. Continue to support demonstration projects linking arts and economic development objectives in 4-5 rural communities. Continue and expand arts and community development projects in 2-3 inner city sites. Provide training and technical assistance to at least 6 communities to support integrated arts and community development planning, in cooperation with the Strom Thurmond Institute at Clemson and the SC Cultural Visions Council. Present the biennial Performing Arts Showcase, providing at least 100 community performing arts presenters with live "auditions" by more than 50 performers and ensembles. Represent at least 10 performing artists and ensembles at the annual Southern Arts Exchange, a regional performing arts showcase and booking conference. Support the arts programs and projects of arts organizations, community organizations, and individual artists statewide through 200-250 annual and quarterly grants and fellowships. Increase the stability and effectiveness of statewide service networks for arts councils and arts presenters through grants and technical assistance. Present an exhibition featuring works by SC artists in a major art market venue (New York City). Continue growth and cultivation of established partnership efforts that effectively employ the arts to address major societal issues such as education reform (Arts in the Basic Curriculum project), rural economic development (Cultural Visions for Rural Communities), community-building in inner cities (Cultural Vision Inner Cities "Community Discovery" projects), and the design of more livable communities (SC Design Arts Partnership). Improve communication with constituents and tracking of agency activities through application of new information and computer resources.

Performance Measures:

Outcomes:

- Grants provided in 41 of 46 counties.
- 391 grants awarded.
- \$1,958,426 awarded; matched by \$26,705,478 from local grantees.
- Over 3,000,000 participants in funded programs.
- 129 artists and 455 residency sponsors attended the annual Arts Education Booking Conference.
- Arts education activities supported in more than 573 SC school sites, involving over 290,000 students.
- 10 school districts and 7 individual schools supported in developing and implementing comprehensive plans to improve arts education (+6%).

- Teams from 8 school districts (39 individuals) attended a pilot, 3-day Arts for Better Schools Institute at Lander College, which focused on the positive impact of arts education on general school improvement.
- Teams representing 10 rural and inner-city communities attended the week-long Cultural Visions Leadership institute at Clemson University's Strom Thurmond Institute.
- \$615,140 awarded to Arts Commission in grants from outside (non-state) sources.
- Over \$640 million in total state output generated by arts and cultural industry in SC.
- 26 arts organizations acquired online communication capability via a 2nd round of SC ArtsNet grants, increasing the total number of organizations supported for online access more than 60%.
- Panel reviews of applications for all major grant programs were open to the public for the first time.
- 150 visual artists attended a day-long workshop entitled "When Opportunities Knock", which provided information on upcoming building, commissioning, and collecting projects that will involve substantial art purchases.
- 53 performing artists/ensembles performed for 110 community presenters during the Commission's 3-day biennial Performing Arts Showcase.
- Representing 14 SC performing arts ensembles, agency staff manned a booth at a regional trade show attended by approximately 300 presenters of performing arts events.
- Thanks to a significant donation from the SCANA Corp. the agency implemented a new public awareness project, the "Celebrate the Arts" bus, which will travel regular routes throughout the Columbia metropolitan area for at least one year.

Workload:

- 829 grant applications processed
- 11 Peer Panel Reviews for grant applications
- 5 Arts Discipline Panel Reviews for Approved Artist Roster
- 3 Arts Discipline Panel Reviews for Artist Fellowships
- 7 Regional Coordinators provided direct, regular assistance to arts constituents in an average of 6 counties each.
- 7 grant applications to outside (non-state) funding sources.

Efficiency:

- \$13.63 in local funds matching every \$1 of grant funds expended.
- \$0.43 in grant funds expended per participant in funded programs.
- \$0.52 per capita in grant funds statewide.
- \$0.98 per capita in state appropriation for all grants and services.

PRIORITY 2

PROGRAM--ADMINISTRATION

COST: \$ 944,141

Goal:

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

Objectives for FY 1996-97 (Accomplished):

Continue existing Total Quality Management (TQM) teams, and convene new teams for other identified agency improvement initiatives. Work closely with the Director of the Center for Education and Quality Assessment (CEQA) to plan a sequential training program for improvement in quality processes and supervisory training. Continue to integrate agency records into new database software, for more effective and accessible information tracking for grantmaking processes and other agency activities. Begin implementation of 2-year plan to update agency computer systems to keep pace with current technology. Implement a new, lower cost building lease agreement.

Performance Measures:**Outcomes:**

- In FY:97 quality teams worked on the following projects: Grant Guidelines and Processes, Employee Performance Management System, Approved Artist Roster, Accounting Software, Mobile Arts Program, Voice Mail, and Customer Satisfaction with Front Desk Telephone and Reception. These teams made recommendations and developed new programmatic procedures that will result in cost savings and improved services for constituents.
- 38% of the agency staff received TQM training in FY:97: 3 new supervisors (27% of supervisors) attended a 4-day training program in supervisory skills, 7 staff (19% of total) received a 4 day training workshop in personnel practices, and 4 staff (11%) attended 4 days of training in "Tools and Techniques" for quality management teams.
- Integration of the agency's Approved Artist Roster into the agency's general database system and retirement of application-specific parallel tracking system.
- The agency upgraded its local area computer network server and converted to a new operating system, which will increase storage capacity and speed access to information, and began the process of upgrading its internet access from dial-up to direct connection through the agency network.
- An internal staff team organized a series of classes for other staff on how to use the agency's new database system. As a result of this training, there has been at least a 50% increase in the number of staff who can access information directly, rather than having to submit information requests to another person. This increase in capacity has reduced response time in processing information requests by as much as 2-3 days per request.
- The agency acquired and implemented new accounting software, which will provide simpler, more efficient compliance with generally accepted accounting principals and state government financial accountability requirements.
- A re-negotiated lease agreement for the agency facility was implemented, resulting in savings of more than \$100,000 over the life of the contract.