

House Legislative Oversight Committee Meeting
Thursday, April 15, 2021

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AGENDA

South Carolina
House of Representatives



Legislative Oversight Committee

EDUCATION AND CULTURAL SUBCOMMITTEE

The Honorable Jeffrey E. "Jeff" Johnson, Chair

The Honorable Kambrell H. Garvin

The Honorable Michael F. Rivers, Sr.

The Honorable Tommy M. Stringer

Thursday, April 15, 2021

1:00PM or 30 minutes after the House adjourns, whichever is later.

110 - Blatt Building

Pursuant to Committee Rule 6.8, S.C. ETV shall be allowed access for internet streaming whenever technologically feasible.

AGENDA

- I. Discussion of the study of the South Carolina Arts Commission**
- II. Adjournment**

SC ARTS COMMISSION STUDY TIMELINE

Meetings Regarding the Agency

The Committee meets with, or about, the agency on two occasions, and the Subcommittee meets with, or about, the agency on one occasion. All meetings are open to the public and stream live online; also, the videos are archived and the minutes are available online. A timeline of meetings and other actions is set forth in Figure 3, followed by a description of each meeting.

December 9, 2019	At Meeting 1 , the Committee selects SC Arts Commission as the next agency for the Education and Cultural Subcommittee to study.
January 15, 2020	The Committee provides the agency with notice about the oversight process.
February 28 – April 1, 2020	The Committee solicits input from the public about the agency in the form of an online public survey .
March 13, 2020	SC Arts Commission submits its Program Evaluation Report.
April 8, 2021	At Meeting 2 the Committee receives public input about the agency.
Today April 15, 2021	The Subcommittee holds Meeting 3 with the agency to discuss an overview of its mission, history, resources, major programs, successes, challenges, and emerging issues.

Figure 3. Summary of key dates and actions in the study process

SC ARTS COMMISSION SNAPSHOT

South Carolina Arts Commission

History

- 1965- Congress created the National Endowment for the Arts
- 1967- Governor Robert McNair signs law creating the S.C. Arts Commission
- 1976 -Spoleto USA held in Charleston for the first time
- 1993- Sponsored the first statewide Design Arts Conference
- 2018- the Agency awarded grants in 46 counties, awarding \$4.3 million through 458 grants

Agency Mission

The mission of the South Carolina Arts Commission is to promote equitable access to the arts and support the cultivation of creativity in South Carolina.

Organizational Units

Accounting

- Manage budget and finances

Administration

- Administer overall agency functions

Artist Development

- Manage artist development programs and grants

Arts Education

- Manage arts education programs and grants

Communications

- Promote agency programs and services

Community Arts Development

- Manage community arts development programs and grants

Grants

- Manage and Process Grants

Resources (FY 18-19)

Employees

17
filled FTE positions
at the start of the year

Funding

\$6,941,498
appropriated and authorized

Successes

Identified by the agency

- Awarding grants in all 46 counties
- Increasing outreach to rural communities
- Securing \$1 million in recurring EIA funds
- Creating the Education Pilot Projects
- Releasing a new study of the economic impact of the arts

Challenges

Identified by the agency

Current:

- Revamping the Art and Basic circular program
- Increasing staff
- Funding to reach more communities

Emerging:

- Reaching 100% of the agency's affirmative action goals
- Launching a new, customer friendly online grant system
- Securing funds for arts therapy to member of the military and their families

AGENCY PRESENTATION



House Oversight Presentation One

Outline of Presentations

Presentation One

- Agency Overview
- Agency History
- Governing Body and Agency Director
- Staff Overview
- Federal/Local Counterparts

Presentation Two

- Financial Overview
- Compliance and Risk Management

Presentation Three

- Agency-wide Successes, Challenges and Emerging Issues
- Organizational Units

Presentation Four

- Deliverables (in six groups)

Agency Overview

Lancaster artist Bob Doster guides a student in creating a metal sculpture during a school-based artist residency.



Agency Purpose

- The South Carolina Arts Commission (SCAC) is the only state agency charged with supporting and providing leadership for the arts statewide.
- SCAC works to ensure that *all* S.C. citizens and visitors benefit from diverse opportunities for rewarding arts experiences, with emphasis on rural, high poverty and minority communities.
- “The arts” can be defined broadly by activities typically produced by artists or arts providers: music, theatre or dance performances; visual arts exhibitions at museums or galleries; books, film, and festivals, etc.
- The arts also include the ways in which the public creates art: singing in a church choir, acting in community theatre; writing poetry, quilting, woodworking, making pottery, playing a musical instrument, etc.

Agency Purpose

- In S.C., the majority of arts providers are clustered in a handful of urban/metropolitan areas, leaving significant rural areas containing up to 34% of the state's population generally underserved. Many smaller communities have limited local resources for education, social services, and support of arts activities.
- Communities and groups that we identify as underserved include people in rural areas, people of color, people with low incomes, people with disabilities, and recent immigrants who face multiple barriers—language, culture, and economics.
- Before COVID-19 impacted the artistic landscape, the arts served as an economic generator and cultural touchstone in our state. A 2018 study released by the USC's Darla Moore School of Business noted a \$9.7B total economic impact, with nearly 115,000 jobs supported by the arts. Since COVID-19, arts providers have struggled, with many being the first to close and the last to reopen.

Agency Purpose

On June 7, 1967, Gov. Robert McNair signed the law (R466, S166) that created the S.C. Arts Commission.

SECTION 60-15-10. Legislative declaration of policy.

It is hereby declared to be the policy of the State to join with private patrons and with institutions and professional organizations concerned with the arts to (ensure) that the role of the arts in the life of our communities will continue to grow and play an ever more significant part in the welfare and educational experience of our citizens. It is further declared that all activities undertaken by the State in carrying out this policy shall be directed toward encouraging and assisting rather than limiting the freedom of artistic expression that is essential for the well-being of the arts.

HISTORY: 1962 Code Section 9-351; 1967 (55) 439.

Agency Purpose

The legislation identifies four priorities for the agency:

1. To stimulate and encourage throughout the State the study and presentation of the performing and fine arts and public interest and participation therein;
2. To make such studies as may be deemed advisable of public and private institutions engaged within the State in artistic and cultural activities, including but not limited to music, theater, dance, painting, sculpture, architecture and allied arts and crafts, and to make recommendations concerning appropriate methods to encourage participation in and appreciation of the arts to meet the legitimate needs and aspirations of persons in all parts of the State;
3. To take such steps as may be necessary and appropriate to encourage public interest in the cultural heritage of the State of South Carolina and to expand the State's cultural resources; and
4. To do such other things as may be necessary to carry out the provisions of this chapter.

HISTORY: 1962 Code Section 9-356; 1967 (55) 439

Agency Purpose

The Arts Commission works to accomplish its mission by focusing resources in three areas:

- **Arts Education**, to establish the arts as an integral part of South Carolina's educational systems and the lifelong learning process of our citizens.
- **Community Development**, to stimulate the development of South Carolina's culturally diverse arts resources and organizations and promote creative partnerships to improve the quality of lives, preserve cultural heritage, and enhance economic growth.
- **Artist Development**, to encourage, nurture and support the artistic growth and the personal and economic well-being of South Carolina's artists.

Agency Purpose

The Arts Commission accomplishes its goals through four strategies:

- **Staff Assistance** – The Arts Commission’s staff of experienced arts professionals consult with organizations, governments, schools, artists, and citizens. These services are delivered via direct interaction between staff and constituents.
- **Direct Programs** – Programs, exhibitions, conferences, awards and other events wholly produced and presented by the Arts Commission, usually targeted to a statewide audience.
- **Partnerships** – Strong programmatic and financial relationships with strategically aligned organizations that maximize productivity, cost effectiveness, statewide reach and inclusiveness.
- **Grants** – Cash awards with reporting requirements, designed to support the state’s strategic goals for the arts and delivered through an accountable and transparent application and review process. Most grants also have matching requirements.

Public Planning Process

Canvass of the People

The Arts Commission has a long history of public planning, dating back to 1980. The Canvass of the People has been conducted every 10 years to inform the agency's Long Range Plan and Strategic Plans. A public planning process is a requirement to receive federal funds from the National Endowment for the Arts.

- In FY2020, SCAC completed year four of its four-year strategic plan (FY2017-2020) and embarked on a new planning cycle, the [Canvass of the People 2020](#).
- This planning process included an introductory video, an online survey (in English and Spanish) and 17 statewide in-person meetings with diverse groups of citizens.
- Sessions were held from September 2019 through early March 2020.
- More than 1,500 individuals shared their thoughts about the arts in-person or through the survey.
- SCAC hosted a targeted session for arts educators and partnered with the Hispanic Alliance (Greenville County) and ArtPot (Berkeley County) to gather input from the Hispanic community.
- SCAC hosted a session in Walterboro for residents of six Art of Community counties: Allendale, Barnwell, Bamberg, Colleton, Hampton, and Jasper.
- The new strategic plan covers FY2021-2025.

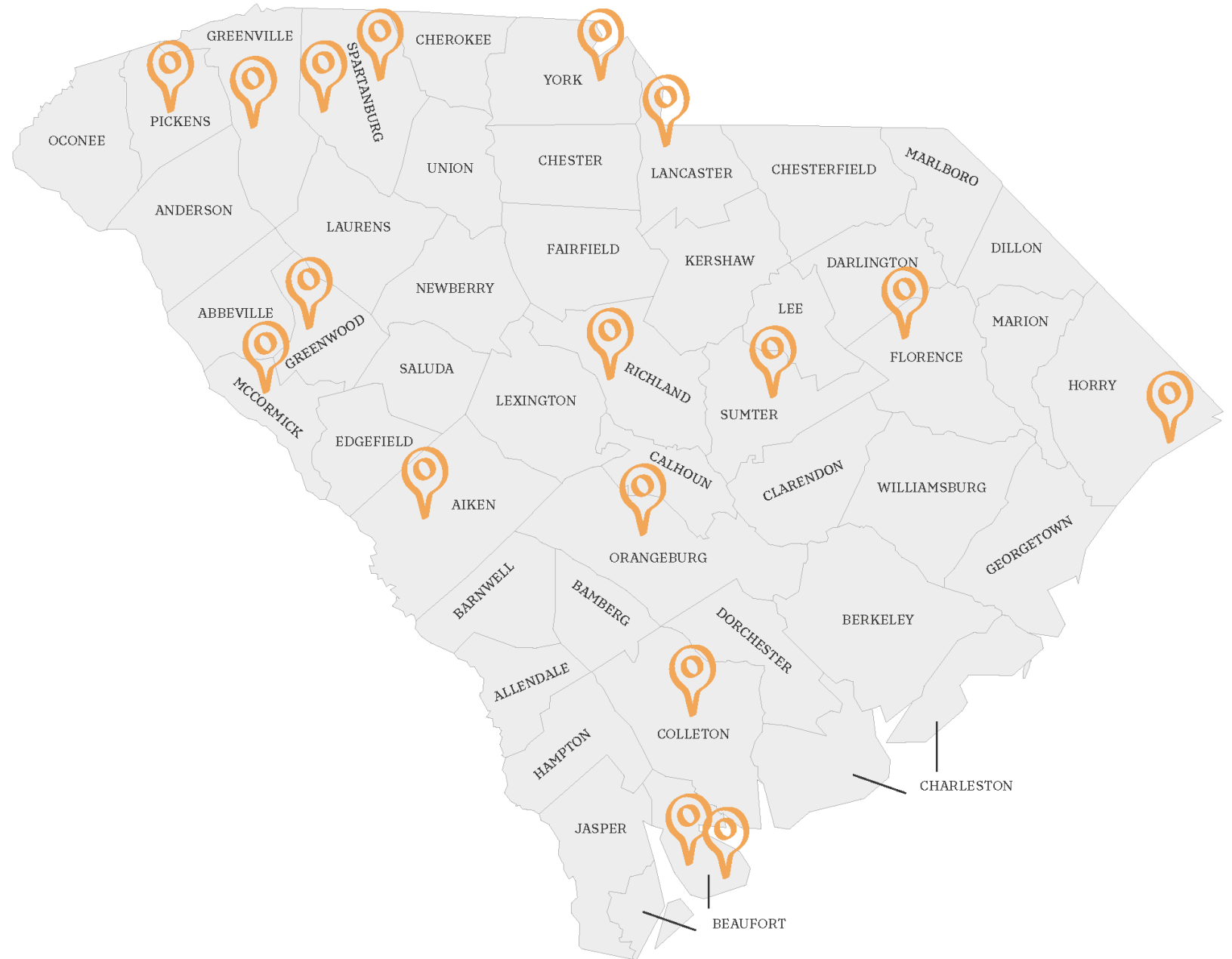
Canvass Meeting Locations

- Aiken
- Beaufort
- Columbia
- Florence
- Greenville
- Greenwood
- Holly Springs
- Lancaster
- McCormick
- Myrtle Beach
- Orangeburg
- Pickens
- Rock Hill
- St. Helena Island
- Sumter
- Spartanburg
- Walterboro

Residents from these counties attended a nearby session:

- Allendale
- Anderson
- Bamberg
- Barnwell
- Berkeley
- Calhoun
- Chester
- Dorchester
- Fairfield
- Hampton
- Jasper
- Kershaw
- Oconee

(Charleston and Hanahan meetings were canceled due to the pandemic.)



Strategic Plan Introductory Video



Vision and Mission

Vision - We envision a South Carolina where the arts are valued and all people benefit from a variety of creative experiences. *(updated October 2020)*

Mission - The mission of the South Carolina Arts Commission is to promote equitable access to the arts and support the cultivation of creativity in South Carolina. *(updated October 2020)*

Values

- **Accountability:** We are committed to transparency, honesty, and integrity
- **Courage:** We are committed to and call for courageous leadership that advances equitable access to the arts through policy and practice.
- **Creativity:** We value innovation, creative expression, and a commitment to quality in artistic experiences.
- **Learning:** We believe education is a right that must be accessible to all. Learning in and through the arts should be integral to a continuum of lifelong growth.
- **Relationships:** We believe building connections and working in partnership deepen impact and advance the arts.
- **Social Justice:** We value diversity, equity, access, and inclusion. We believe in our collective responsibility to support culturally relevant and responsive art.

(updated October 2020)

Strategic Plan

Outcome 1: South Carolina citizens and visitors benefit from diverse arts experiences in communities throughout the state.

Objectives

- Consistently award grants in all 46 counties.
- Communities in every county have access to the arts.
- Influence our constituency in their efforts to increase diversity, equity, and inclusion in policies and practices.
- Provide leadership in diversity, equity, and inclusion through our policies and practices.
- Celebrate and support the many ways South Carolinians engage in artistic expression and creativity.

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Strategic Plan

Outcome 2: Artists have opportunities to build sustainable careers in South Carolina.

Objectives

- Provide a robust grant portfolio for individual artists.
- Cultivate partnerships and peer networks that create professional opportunities and make more efficient use of resources for artists.
- Support and promote the essential role artists as citizens serve in their communities.
- Provide opportunities for artists to participate in a learning continuum ranging from pre-professional to advanced career training.

Strategic Plan

Outcome 3: Students receive a comprehensive education in and through the arts that develops creativity, problem solving, collaborative skills, and other knowledge, skills, and characteristics outlined in the Profile of the SC Graduate.

Objectives

- Provide a robust grant portfolio for Arts in Education.
- Work in partnership with public and private entities to advance arts in education.
- Work with organizations, decision-makers, and advocates to affect local, state and national policies that ensure quality arts in education experiences for all students.
- Provide opportunities for teaching artists, educators, and arts organizations to participate in a learning continuum ranging from pre-professional to advanced career training.

Strategic Plan

Outcome 4: Arts organizations and other arts providers have the necessary resources to deliver diverse arts experiences throughout South Carolina.

Objectives

- Provide a robust grant portfolio for arts organizations and providers.
- Support collaborations between arts providers and local, statewide, and national funders to maximize impact of public funds.
- Influence arts providers in their efforts to increase diversity, equity, and inclusion policies and practices.
- Develop diverse cross-sector relationships that engage arts and culture providers to address local issues in matters that may include economic, community or workforce development, healthcare, education, public safety, housing or capital.

Strategic Plan

Outcome 5: There is recognition of the essential value of public funding for the arts in South Carolina.

Objectives

- Develop and communicate unified messages about the role the arts play in quality of life, education, and economic vitality.
- Equip and encourage commissioners, artists, educators, arts leaders, and advocates to communicate the value of public funding for the arts.
- Conduct or commission research that documents the value of the arts and arts education.

Definitions of terms in the Strategic Plan

- **Artist** – a person who practices any of the various creative arts using conscious skill and creative imagination.
- **Arts Organizations** – arts providers that bring ongoing arts experiences and services to individuals, communities, and other organizations throughout the state. Arts organizations and arts providers are used interchangeably.

Sustainable Career for Artists

- A *sustainable* artist career is one in which the resources for creating art, engaging with the public and living as an artist are present, ongoing, and reliable. These resources include financial resources, health insurance, space, materials, collaborators, and audiences/publics.
 - An *unsustainable* artist life is one in which these resources are unlikely to happen, erratic, inadequate, or contingent on extraordinary or unsustainable effort or success. Examples of extraordinary or unsustainable successes: selling work for a large sum, being “discovered,” cast in a major production, or getting a record deal.
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Agency History

Governor Robert E. McNair signs legislation creating the S.C. Arts Commission, June 7, 1967. Also shown, Nick Zeigler, left, and Marvin Trapp.

Agency History

1965

- Congress creates the National Endowment for the Arts. The legislation included funding for states to conduct arts surveys and assess cultural activities.

1967

- On June 7, 1967, Gov. Robert McNair signs law (R466, S166) creating the S.C. Arts Commission.
- David Sennema hired as first executive director, and S.C. Arts Commission (SCAC) begins to function on Aug. 16, 1967.

1969 -1970

- Arts Supervisor post created in State Department of Education (with SCAC support).

1972-1973

- Gov. John West presents first Governor's Awards for Excellence in the Arts.
- Wesley Brustad hired as executive director.

Agency History

1973-1974

- Rick George hired as executive director.

1979-1980

- Scott Shanklin Peterson hired as executive director.

1987-1988

- SCAC, partnering with the S.C. Department of Education and Winthrop University, establishes the Arts in Basic Curriculum (ABC) Project to ensure that all students have access to a quality, comprehensive education in the arts.

1989-1990

- Eleven Arts in Basic Curriculum (ABC) model schools and school districts established.
- Under Target 2000 education reform legislation, supported by SCAC, S.C. Department of Education funds 56 arts education projects.

Agency History

1993-1994

- Susie Surkamer hired as executive director.

2000-2001

- Legislative Arts Caucuses formed in General Assembly.

2007-2008

- SCAC celebrated its 40th anniversary with the theme, “Marking 40 Years and Moving Forward.”

2009-2010

- Ken May hired as executive director.

2011-2012

- SCAC published *South Carolina’s Creative Cluster: A Catalyst for Economic Development*, documenting the role of S.C.’s arts-based industries in supporting \$9.2 billion in economic output and more than 78,000 jobs in the Palmetto State.

Agency History

2012-2013

- The agency navigated an eight-day shutdown when a veto of the agency budget occurred after the start of the new fiscal year.
- The nationally recognized Arts in Basic Curriculum (ABC) Project celebrated its 25th anniversary with a month-long series of articles, web posts and events around the state.

2013-2014

- SCAC's recommendations for a cultural district designation were incorporated into legislation that directed the Arts Commission to develop and manage a cultural districts program. 2014 Act No. 232 (S.1172)
- The agency secured \$1 million in new recurring state funds to support grants for community arts activities, artists and school-based arts programs.

2014-2015

- Responding to new research on the state of arts education in the South, the Arts Commission led the formation of the 2014 Arts Education Task Force, which developed recommendations for the state to make new strides in arts education.

Agency History

2015-2016

- The agency secured \$1,000,000 in new, recurring EIA funds to support arts education expansion and increase access.

2017-2018

- SCAC celebrated 50 years of public support for the arts with 15 months of exhibitions and events around the state.
- A new study of the economic impact of the arts, commissioned by SCAC, showed that the arts-related sector adds \$9.7 billion to the state's economy through nearly 115,000 jobs and \$269 million in tax revenue.

2018-2019

- For the first time in recent history, the agency awarded grants in all 46 counties, awarding \$4.3 million through 458 grants.

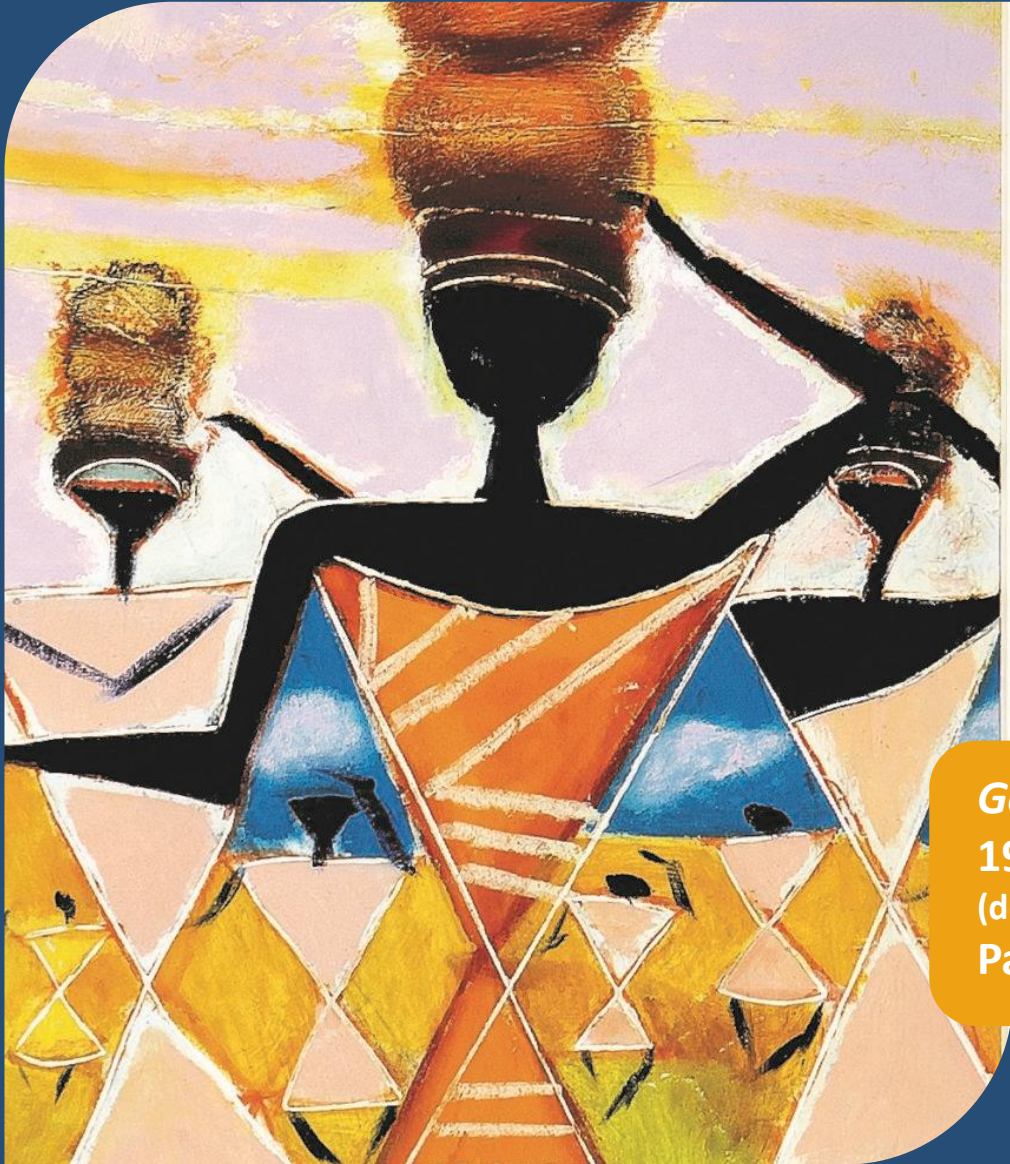
Agency History

2018-2019

- SCAC commissioned the [Gallup Student Poll](#), which surveyed 8,287 S.C. students in 30 arts-rich schools and found that students in arts-focused schools report higher hope and engagement than the national mean. S.C. was the first state to use this national poll to study the impact of the arts in schools.

2019-2020

- The Arts in Basic Curriculum Project (ABC) was restructured into the Arts in Basic Curriculum Institute to offer broader access to funding and services. This change will better align with ABC's mission of providing leadership to achieve quality, comprehensive arts education for all S.C. students.
- The Canvass of the People 2020 planning process included an online survey (in English and Spanish) and 17 statewide in-person meetings with diverse groups of citizens.



Governing Body & Agency Director

Going Home, Joseph Gandy
1985, mixed media on paper
(detail)
Part of the State Art Collection

Governing Body Composition and Qualifications

SECTION 60-15-20. Arts Commission created; appointment and qualifications of members.

There is hereby created the South Carolina Arts Commission, to consist of nine members, representative of all fields of the creative and interpretive arts, to be appointed by the Governor with the advice and consent of the Senate from among private citizens who are widely known for their professional competence and experience in connection with the interpretive and creative arts. In making such appointments consideration shall be given to the recommendations made by representative, civic, educational and professional associations and groups, concerned with or engaged in the production or presentation of the fine arts generally.

HISTORY: 1962 Code Section 9-352; 1967 (55) 439.

Governing Body Duties

SECTION 60-15-60. Duties of commission.

The duties of the Commission shall include but not be limited to the following:

- (1) To stimulate and encourage throughout the State the study and presentation of the performing and fine arts and public interest and participation therein;
- (2) To make such studies as may be deemed advisable of public and private institutions engaged within the State in artistic and cultural activities, including but not limited to music, theater, dance, painting, sculpture, architecture and allied arts and crafts, and to make recommendations concerning appropriate methods to encourage participation in and appreciation of the arts to meet the legitimate needs and aspirations of persons in all parts of the State;
- (3) To take such steps as may be necessary and appropriate to encourage public interest in the cultural heritage of the State of South Carolina and to expand the State's cultural resources; and
- (4) To do such other things as may be necessary to carry out the provisions of this chapter.

HISTORY: 1962 Code Section 9-356; 1967 (55) 439.

Governing Body Terms

SECTION 60-15-30. Terms of commission members; reappointment; executive director; vacancies.

“The terms of office of members shall be three years, and until their successors have been appointed and qualify. No member of the Commission shall be eligible for appointment for more than two consecutive full terms. The Commission shall designate an executive director to serve at the pleasure of the Commission and who shall be the chief executive officer of the Commission. All vacancies shall be filled for the unexpired term in the manner of original appointment.”

Note - Like many small agencies, SCAC has commission members with expired terms. Since taking office, Governor McMaster has appointed two new commissioners. Executive Director David Platts is working with the Governor’s staff regarding new appointments and qualifications for new commissioners.

Current Commissioners Terms

- The Arts Commission consists of nine members, appointed by the Governor, with consent of the Senate. Terms are three years and until successors have been appointed and qualify. May serve two consecutive full terms (six years.)

Name	First term began	First term expiration	Re-appointment Senate conf. date	Second term began	Second term expiration
Bell, Dacey	June 30, 2015	June 30, 2018			
Crawford, Dee	June 30, 2010	June 30, 2013			
Ferillo, Charles	June 30, 2003	June 30, 2006			
Hayes, Sarah Lynn	June 30, 2005	June 30, 2008	March 27, 2008	June 30, 2008	June 30, 2011
Horowitz, Henry	June 30, 2005	June 30, 2008	February 14, 2008	June 30, 2008	June 30, 2011
Nwokike, Barbara	June 30, 2005	June 30, 2008	February 14, 2008	June 30, 2008	June 30, 2011
Stern, Linda	June 30, 2019	June 30, 2022			
Vasudeva, Bhavna	June 30, 2019	June 30, 2022			
Webb, Richard	June 30, 2015	June 30, 2018			

Current Commissioners (Officers)



Delores "Dee" Crawford
Chairwoman
North Augusta
Retail Food Industry
10 Years Service



Henry Horowitz
Immediate Past Chair
Greenville
Real Estate
15 Years Service



Dr. Sarah Lynn Hayes
Executive Committee
Rock Hill
Educator
15 Years Service



Dacey Bell
Executive Committee
Columbia
Conductor/Musician
5 Years Service

Current Commissioners (At Large)



Charles "Bud" Ferillo
Columbia
Public Relations
17 Years Service



Barbara Nwokike
Charleston
Civil Engineer
15 Years Service



Dr. Richard Webb
Columbia
Medical Doctor
5 Years Service



Bhavna Vasudeva
Columbia
Realtor
1 Year Service



Linda Stern
Columbia
Community
Volunteer
1 Year Service

Agency Director Qualifications

SECTION 60-15-30

- The Commission shall designate an executive director to serve at the pleasure of the Commission and who shall be the chief executive officer of the Commission.

Qualifications

- Bachelor's degree with a major in arts administration or an arts related field, business or public administration, or educational leadership and policies.
- Master's degree preferred with a major in arts administration or an arts-related field, business or public administration, or educational leadership and policies.
- Minimum of five years work at the senior management level; prefer eight years or more proven professional management and supervisory experience in state, federal or local arts development, arts program administration, or a related field.

Former Agency Directors

Name of Director	Time of Service
Ken May	2010 - 2019
Susie Surkamer	1994 - 2009
Scott Shanklin Peterson	1980 - 1994
Rick George	1974 - 1980
Wesley Brustad	1972 - 1974
David Sennema	1967 - 1972

Executive Director David T. Platts



- Joined the Arts Commission July 1, 2019.
 - Served as arts and science coordinator for Lancaster County School District for 15 years, supporting the district's arts teachers and overseeing instructional programs. He managed the district's arts state and federal education grants.
 - Former teacher, assistant principal and principal at elementary schools elsewhere in South Carolina.
 - Holds bachelor's and master's degrees from the University of South Carolina and is an accomplished pianist, having served in music leadership roles for churches and community organizations.
 - Served Lancaster County Council of the Arts as a board member and president.
 - Served as president and treasurer of the Palmetto State Arts Education board and as a member of the South Carolina Arts Alliance board.
 - Served on the Lancaster County Chamber of Commerce board.
-

Agency Director Duties

Arts Planning, Development and Positioning

- Leads the development and implementation of a strategic plan that responds to the current climate.
- Assists in the design and allocation of resources for arts and grants programs to accomplish objectives and goals.

Arts Policy and Resource Development

- Advises the Board of Commissioners on arts policy development.
- Collaborates with the Board of Commissioners to solicit funds and identify resources from federal, state, corporate, foundation and individual sources.

Grants Allocation

- Ensures that grants programs are fair and equitable and that funds are awarded in a timely manner to a variety of constituents, organizations, schools and artists.
- Ensures that grant guidelines and processes are evaluated and continually refined to simplify access, streamline internal procedures, and award funds in the specified manner.

Legislative Relations

- Communicates with key legislators, staff, and others, providing relevant information on matters related to the agency's work, its budget, and legislation with potential impact on the creative industries and the arts.

Agency Director Duties

Financial Management

- Ensures that an annual balanced budget is presented to the board and that state, federal, and other funds are secured to support the agency's activities.
- Assists in ensuring that internal fiscal controls exist, and that financial reporting is accurate and meets deadlines.
- Assists in ensuring that the budget adheres to legislative provisos and is adjusted as needed.

Board Relations

- Communicates regularly with Commissioners, providing relevant information on agency policies and programs.
- Solicits input and decision making by the Commissioners as appropriate and according to agency policies.

Partnership Relations

- Strengthens S.C.'s position as a leader in the arts through networking and serving in membership and leadership positions with national and regional arts organizations.
- Assists in initiating partnerships with businesses, state, regional and national groups. Develops a strong rapport with the General Assembly, U.S. Congress, county and municipal governments.

Communications

- Ensures that Commission programs are promoted and that agency is responsive to requests and information is easily accessible.

Agency Director Duties

Evaluation

- Reviews staff performance to meet strategic plan objectives.
- Ensures that feedback is collected to reflect constituent interest, expectation, and satisfaction, and that data is analyzed to address needs and make improvements.

Staffing

- Ensures that recruitment and hiring processes deliver exceptional talent to administer the agency's work.
- Assists in ensuring staff is empowered and working cooperatively to fulfill the agency's mission.
- Assists in ensuring the employee evaluation system measures individual performance, provides feedback and develops employee potential.
- Assists in ensuring that employee compensation, benefits, recognition, and development programs exist.
- Assists in ensuring workforce planning and needs analysis occur regularly.

Administration

- Ensures administrative and operational policies and procedures exist and that internal program policies and procedures are in effect.
- Assists in ensuring the agency is in compliance with state and federal laws, rules and regulations and that evaluation processes exist to review and recommend improvements.

Agency Director Evaluation

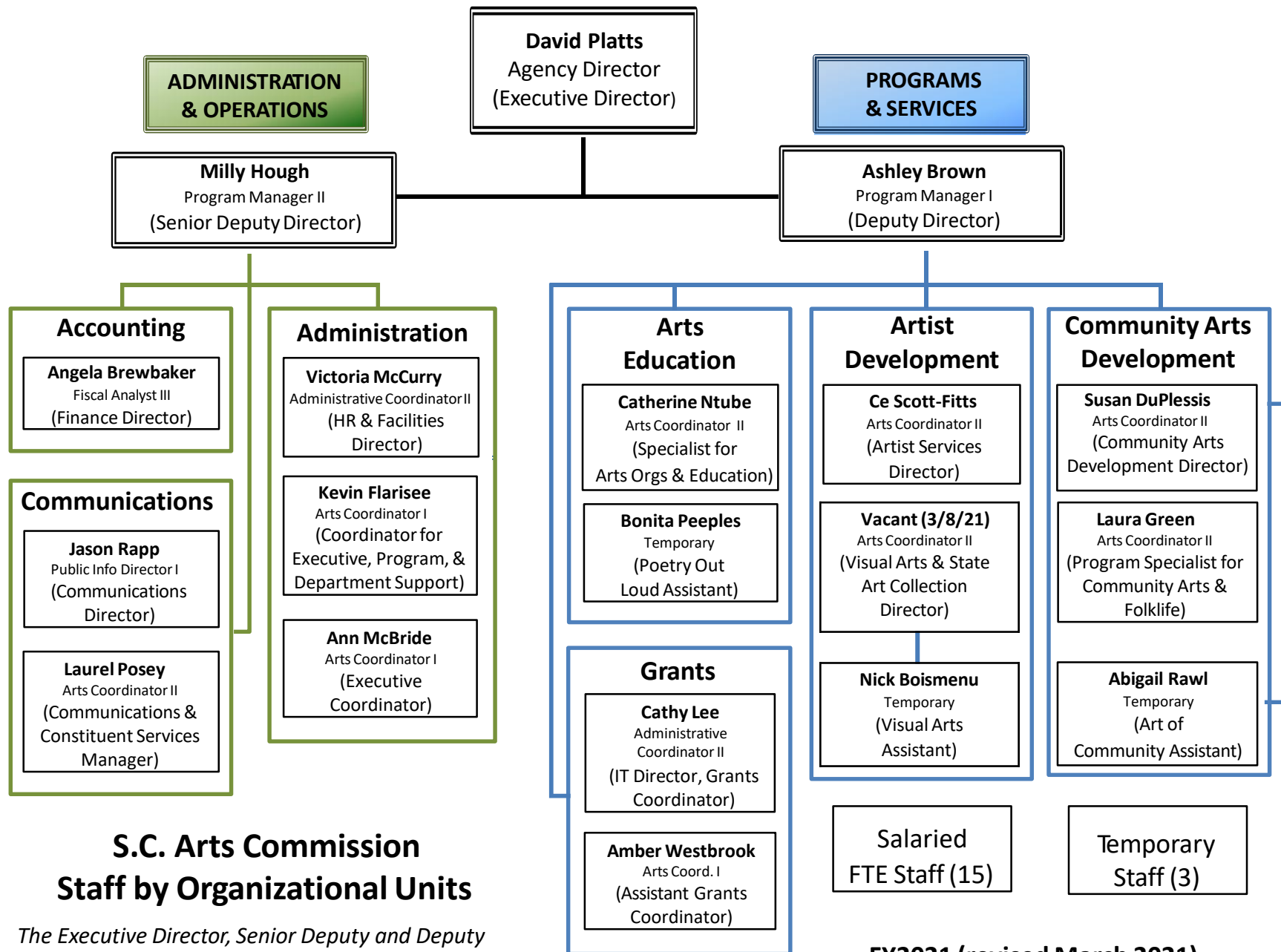
- The Board of Commissioners evaluates the Executive Director annually through the Agency Head Salary Commission's Performance Evaluation process as required.
- The evaluation is based on annual objectives listed in the previous year's Planning Stage.
- Annual Objectives are specified by the Agency Head Salary Commission:
 - Leadership
 - Strategic Planning
 - Customer Focus
 - Workforce Focus / Human Resources
 - Process Management / Continuous Improvement
 - Financial Management
- The Executive Director's duties reflect these Annual Objectives.



Staff Overview

Federal & Local Counterparts

Residents enjoy chalk art and other arts activities in Camden, the state's newest Cultural District.



S.C. Arts Commission
Staff by Organizational Units

The Executive Director, Senior Deputy and Deputy Director are included in the Administration Unit

FY2021 (revised March 2021)

Staffing Changes

Succession Planning

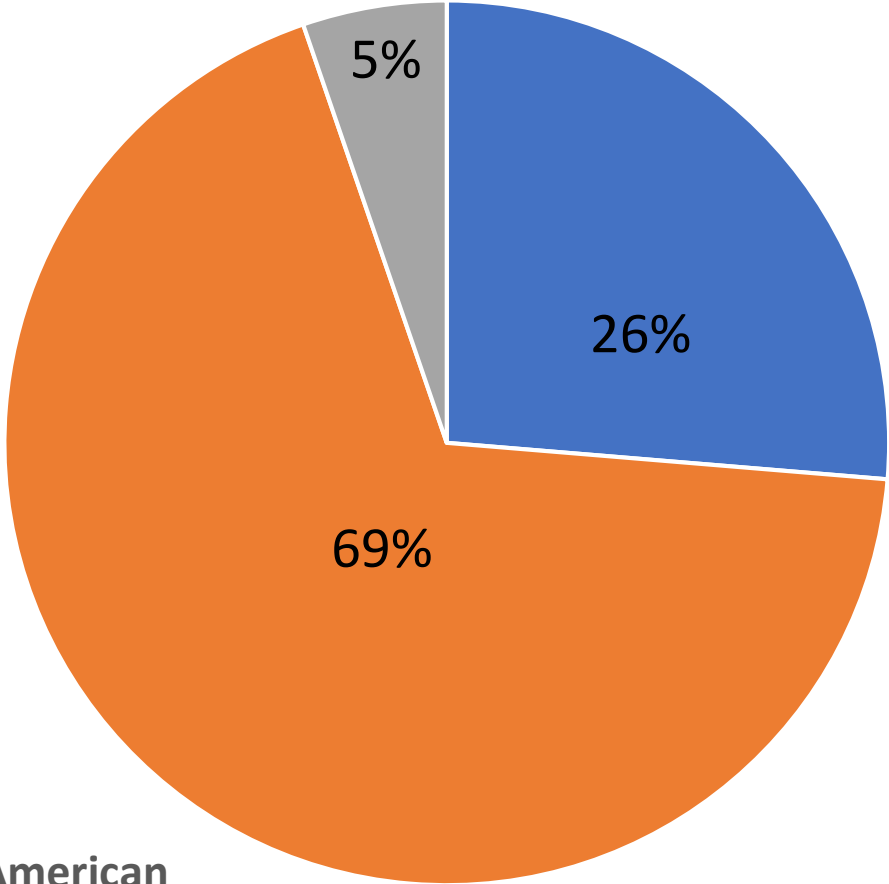
- FY2019 was the fourth year of staff transitions, mainly due to planned retirements.
- A staff succession plan was developed over two years.
- Prior to FY2018:
 - Three program directors and the finance director reported directly to the executive director.
 - One program director reported to the deputy director.
 - Administrative, communications, and grants staff reported to the deputy director.
- In FY2019:
 - With the pending retirement of the executive director, a new structure was put in place, in collaboration with the new executive director.
 - The deputy director was promoted to senior deputy director
 - The arts education director was promoted to deputy director
 - Administrative, communications and finance staff were grouped under the supervision of the senior deputy director
 - Programs and grants staff were grouped under the supervision of the deputy director.
 - These changes better grouped related functions and better aligned with the strengths and experience of both deputies.
 - Both deputies now report to the executive director.

Affirmative Action Plan Reporting

The Arts Commission currently has an Affirmative Action reporting exemption from the Human Affairs Commission, due to consistently achieving our goal attainment.

Exemptions can be granted to agencies that employ minorities and women at all levels of their workforces, at a rate that would reasonably be expected based on their availability in the labor force, and that exhibit the principles of equal employment opportunity.

(Source: Human Affairs Commission)



Staff Demographics

Females: 15
Males: 4

- Black/African American
- White/Caucasian
- Two or More Races

Success – Customer Service

A New Customer Service Model

- On September 3, 2019, SCAC launched an upgraded constituent service model to be more responsive to how constituents engage with the agency.
- The previous model connected constituents with staff based on the constituent's location (by county), which worked well in the past with a larger staff.
- With the new model, constituents can seek assistance from professionals in the agency's primary service lines.
- Constituent reactions have been positive.
- One example: "... it now feels like the S.C. Arts Commission is working more intentionally (and beneficially) with their nonprofit arts organizations ..."
- The most common inquiries can be grouped into general categories: SCAC grants, SCAC programs and activities, services for artists, and other questions about how SCAC can assist and/or connect the caller with another entity who can assist. More data about calls received will be collected with the agency's recently launched Customer Relationship Management (CRM) tool. *See Emerging Issue – Customer Service & Data Collection, Slide #46*

Challenge – Staff Capacity

As we work to increase access to the arts, **staff capacity** is a challenge. Many smaller communities lack traditional arts infrastructure (arts councils, e.g.), which requires more hands-on staff assistance to connect those communities to our programs.

- In FY2010, the agency had 24 staff members; we currently have 16 full-time and three temporary employees. The reduction in staff was a combination of staff leaving for other positions and planned retirements.
- FY2019 was the fourth year of a multi-year period of **staff transitions**, primarily due to planned retirements.
- Three vacated jobs were restructured in early 2020 to more closely align with our core functions, adding a second community arts staff member, a program support coordinator, and an artist services director.
- The artist services director position and two specialist positions were existing FTEs that were reconfigured to better align with how we work with arts providers and artists.

Emerging Issue – Customer Service & Data Collection

New Customer Relations Management Tool (CRM)

- In January 2021, SCAC began using a Customer Relationship Management Tool (CRM) to improve internal communications and efficiency of processes
- Each Contact and Organization record contains contact information, a history of interactions logged in the system, and other data.
- Any staff member can look at a record and see all logged interactions and tasks related to that person or organization.
- This reduces multiple “back and forth” communications between staff to determine the history and status of interactions and services rendered, and increases each staff member’s awareness of the interactions, regardless of who assisted the customer.
- The CRM will provide data to better track constituent service (specifically non-grants services)
 - how quickly staff responds and resolve issues
 - where constituents are located
 - their affiliation with SCAC
 - types of services/information are being requested
- The CRM will enhance the efficiency of the new customer service model launched in September 2019, providing another tool for staff to streamline communications internally and with constituents.

Federal Counterpart

National Endowment of the Arts

Established by Congress in 1965, the NEA is the independent federal agency whose funding and support gives Americans the opportunity to participate in the arts, exercise their imaginations, and develop their creative capacities. Through partnerships with state arts agencies, local leaders, other federal agencies, and the philanthropic sector, the NEA supports arts learning, affirms and celebrates America's rich and diverse cultural heritage, and extends its work to promote equal access to the arts in every community across America.

Applicable S.C. Law

SECTION 60-15-90. Commission designated official agency of State to receive certain federal funds.

The Commission shall be the official agency of the State to receive and disburse any funds made available by the Federal Government for programs related to the creative and interpretive arts.

HISTORY: 1962 Code Section 9-359; 1967 (55) 439.

Local Counterparts

- SCAC awards grants to local arts councils and other community-based arts providers around the state.
- These funds help strengthen arts providers that bring ongoing arts experiences and services to individuals, communities, and other organizations.
- While SCAC does not have any regulatory relationship with these local organizations, they are vital partners in ensuring that state dollars support our mission of ensuring all citizens benefit from the arts.
- As grantees, these organizations submit reports and data related to their SCAC grants and serve as community collaborators in many ways.
- More information is available in the Deliverables section.

Partners

- SCAC awards Partnership grants to these organizations that assist in extending the agency's reach.

Auxillium CDC	Community Development Corp.
The Morris Center for Lowcountry Heritage	Nonprofit
College of Charleston	Higher Education
University of South Carolina	Higher Education
South Carolina Arts Alliance	Nonprofit/Statewide
Arts Access SC	Nonprofit/Statewide
Blackville CDC	Community Development Corp.
Pure Theatre	Nonprofit/Arts
One Columbia	Nonprofit/City
Furman University	Higher Education
SC Hispanic Alliance	Nonprofit/Statewide
Winthrop University (Arts in Basic Curriculum (ABC) Project)	Higher Education
South Arts	Arts/Regional
Red Olive Consulting	Private

Presentation One Recap

- Agency Overview
- Agency History
- Governing Body and Agency Director
- Staff Overview
- Federal/Local Counterparts

QUESTIONS?

Legislative Oversight Committee



South Carolina House of Representatives

Committee Mission

Determine if agency laws and programs are being implemented and carried out in accordance with the intent of the General Assembly and whether they should be continued, curtailed or eliminated. Inform the public about state agencies.

Website: <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php>

Phone Number: 803-212-6810

Email Address: HCommLegOv@schouse.gov

Location: Blatt Building, Room 228