



Fine Arts Center - Greenville County Schools

Strategic Arts Plan 2020-2025

Revised January 2021

Arts Education Beliefs

Core Values

- **Creativity** - is developed through curiosity, expression, critical thinking, self-reflection, practice and mastery of skills
- **Respect** - is cultivated through a healthy artistic environment that is safe, open-minded, inclusive and diverse
- **Grit** - is formed by commitment, hard work, integrity, resilience, and perseverance, which are essential to personal and professional achievement
- **Identity** - is matured as students become practicing artists, lifelong learners, and innovators
- **Connection** - is built as our work strengthens our school, the community, and the broader society

School Mission Statement

Preparing dedicated students for 21st-century careers through rigorous, pre-professional arts training in a dynamic, inclusive, collaborative learning community.

Arts Education Vision

The Fine Arts Center commits to the continual growth of our students by providing unique, unparalleled opportunities to:

- Advance within their disciplines and across other disciplines to create progressive learning experiences
- Practice their craft in contemporary facilities that meet or exceed industry standards
- Extend themselves through challenging curriculum delivered by practicing artist-teachers who are experts in their field
- Enhance their educational experience by engaging with nationally and internationally recognized visiting artists
- Transform themselves into confident artists and compassionate citizens

The Fine Arts Center commits to the continual growth of our curriculum, faculty, and facilities in order to maintain the highest standards for our students by:

- Enhancing the recruiting for and publicization of our programs to make our school more accessible to all students in Greenville County
- Seeking opportunities to expand programming through the addition of courses and faculty
- Establishing and cultivating a summer intensive program that serves the needs of current and potential FAC students
- Upgrading or adding to existing facilities to include current technology, equipment, and space in alignment with our curriculum development
- Providing the faculty with the highest level of professional development, with regular access to national workshops and exceptional guest artists.



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ACTION PLANNING FOR EACH OBJECTIVE and EVALUATION FOR EACH ACTION STEP

<p>Arts Education Goal Statement:</p> <p>Goal 1: Curriculum, Instruction, Assessment To ensure curriculum, instruction, and assessment are aligned with the advanced levels of the 2017 College and Career Ready Standards for the Visual and Performing Arts Proficiency, accelerating instruction to the collegiate level through creative exploration.</p>				
<p>Objective: # 1 of #5 (maybe listed as strategy in older versions) <u>Strategy:</u> We will continually examine and revise instructional practices to ensure that our students are fully prepared for the collegiate and professional world</p>				
Action Steps	Leadership (who is responsible?)	Start Date Completion Date	Cost	Funding Source
<p>A. We will reach out to FAC Alumni to learn about any educational gaps that exist from the students' time at the FAC.</p> <p>We will also reach out to colleges to learn about what they are looking for in their applicants</p>	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2025 	N/A	N/A
<p>B. We will prepare any applicable course revisions/additions for approval by the GCS District Office</p> <p>We will seek out samples of the above items from other ASN schools to ensure that we are aligned with national best practices.</p> <p>This process will continue yearly, with all edits/revisions included as necessary</p> <p>Develop additional curriculum to include (but not limited to):</p>	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2025 	<p><u>Budget</u> Dependent upon each course</p> <ul style="list-style-type: none"> ● Costs include personnel ~\$70,000 per position ● Supplies - equipment could range from an initial investment of \$1,500 for courses that have a limited amount of supplies, to an initial investment \$50,000 for courses with a large amount of supplies 	<ul style="list-style-type: none"> ● GCS District Budget ● Possible support through FAC Partners ● Fundraising as necessary



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<ul style="list-style-type: none"> ● Comprehensive Wind Studies program ● Expanded offerings in the Dance program ● Expanded offerings in the Architecture, VA, and other programs <ul style="list-style-type: none"> ○ Graphic design-Adobe Creative Cloud, computer modeling, 3D printing, Revit, electronic portfolio, sculpture, and product/ industrial design ● Expand the Recording Arts program to provide a more comprehensive experience that benefits the Music, Theatre, and Digital Filmmaking Programs ● Further diversify Theatre offerings, in both performance and design & production. 				
<p>C. We will examine and revise assessment processes to determine their effectiveness in helping students to grow.</p> <ul style="list-style-type: none"> ● We will engage in the examination and discussion of our assessment methods. This will include current course syllabi, rubrics, and formative /summative assessments. We will seek out samples of the above items from other ASN schools to see if there is a better way for us to assess our students. 	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 12/2023 	N/A	N/A
<p>D. We will support arts programs at the middle and elementary levels, in schools</p>	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Students ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2023 	N/A	N/A



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<p>and with the ARMES program, to advance the preparation of aspiring artists.</p> <ul style="list-style-type: none"> • We will create a visitation program to elementary schools for the purpose of introducing band and orchestra instruments to 4th Grade students. On a yearly basis, we will engage with programs at elementary and middle schools on projects that align with our areas of instruction. • On a continual basis, we will collaborate with ARMES faculty, augmenting learning opportunities with our students and faculty. 				
<p>E. We will foster current connections with collegiate programs and seek out additional relationships and experiences that serve the needs of our students.</p> <ul style="list-style-type: none"> • We will generate connections with SC universities that offer our students the opportunity to earn credit while at the FAC. • Annually, our students will continue visiting college campuses to gain exposure to and experience with future collegiate possibilities. • We will continue to host College Day at the FAC and will seek to expand the college representation at this event to allow more opportunities for our students. • We will continue to seek opportunities for our students to visit and participate 	<ul style="list-style-type: none"> • FAC Faculty • FAC Admin 	<ul style="list-style-type: none"> • Start Date - 9/2020 • End Date - 6/2025 	<p>N/A</p>	<p>N/A</p>



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in events at regional and national colleges and universities, to augment current instructional practices.				
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Evaluation:

Indicators of Success	Date Reached
A. We will develop a working document of courses to be added and curricula to be revised, which will serve as the basis of all short and long term budget requests for the school district.	<ul style="list-style-type: none"> ● Ongoing ● First draft completed - September 2020
B. By June of 2025, we will have successfully expanded programming to include a dedicated Winds program, full-day Recording Arts/Sound Engineering program, Graphics Design program, Concert Piano program, and more. The expansion of programming will yield an expansion to the physical plant, allowing us to not only offer more programs but also serve more students.	<ul style="list-style-type: none"> ● Mid-point - June 2023 ● Completed - June 2025
C. By December of 2023, we will have audited our formative and summative assessment processes, and will have devised improvements to these processes in order to maximize student achievement. Students will be aware of how and why they are being assessed, and will be involved in the design of assessment tools as appropriate.	<ul style="list-style-type: none"> ● Mid-point - December 2022 ● Completed - December 2023
D. By June of 2023, we will have completed at least 2 visits to Title I Elementary and/or Middle Schools to promote our programs. We hope to see an increase in the number of qualified candidates, as well as a more diverse applicant pool that is truly representative of Greenville County.	<ul style="list-style-type: none"> ● Mid-point - June 2022 ● Completed - June 2023
E. By June of 2022, we will have added at least 2 MOUs to our current number, strengthening connections with South Carolina universities and providing opportunities for our students to achieve college credit.	<ul style="list-style-type: none"> ● Mid-point - June 2021 ● Completed - June 2022



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Arts Education Goal Statement:

Goal 2: Programming

To ensure all students have access to a pre-professional visual, performing, and creative arts program that is highly rigorous, sequential, diverse, contemporary, and comprehensive.

Objective: #2 of #5 (maybe listed as strategy in older versions)

Strategies:

- With the assistance of grants and other fundraising means, we will ensure all areas of study are augmented by guest artist experiences, masterclasses, field trips, content-area conventions, and regional/national auditions.
- Improve the engagement and recruiting processes with GCS students by reformatting our annual visitation day.
- Establish a summer intensive program at the FAC that will serve to prepare students for auditioning into the FAC, increase student aptitude, and reach underserved students.

Action Steps	Leadership <i>(who is responsible?)</i>	Start Date Completion Date	Cost	Funding Source
<p>A. By department, collaboratively select guest artists for residencies, lectures, and masterclasses with the goal of developing 2 interdisciplinary programs per academic year chosen through a collaborative process by faculty by Spring 2021.</p> <p>Strategize means and methods for taking annual trips to art-centered cities for both cultural exposure and opportunities such as college auditions.</p>	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin ● FAC Partners 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2025 	<p><u>Budget</u></p> <ul style="list-style-type: none"> ● Guest artists and residencies range from \$500-\$3,000 depending on the length of residency ● Field trips - cost dependent on the location. A trip to Atlanta may cost \$80 per student, while a trip to NYC would cost \$600 per student 	<ul style="list-style-type: none"> ● GCS District Budget ● ABC Grants ● MAC Grants ● FAC Partners
<p>B. Reconfigure visitation days to encourage a broader outreach within the district through the use of targeted in-person visitation/student performance at underrepresented schools, a new publicity/outreach video to explain our</p>	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin ● GCS Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date <ul style="list-style-type: none"> ○ Website - 10.2020 ○ Visitations - 6/2022 (delayed due to 	<p><u>Budget</u></p> <ul style="list-style-type: none"> ● Transportation fees for busing to/from GCS Schools - approximately \$120 per bus 	<ul style="list-style-type: none"> ● GCS District Budget ● Local funds from Middle and High School budgets



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<p>programs and smaller group tours for prospective students.</p> <p>Make our website and recruiting materials clear, impactful, and representative of the FAC's most current activity.</p>		<p align="center">COVID restrictions)</p>		<ul style="list-style-type: none"> ● Fundraising through the FAC Partners
<p>C. Develop summer intensive programs</p> <ul style="list-style-type: none"> ○ Program for current students to develop skills ○ Program for incoming students to prepare for auditions/portfolio review ○ Program for Title 1 Schools or other underrepresented populations to encourage their participation, free of charge. 	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin ● GCS Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2025 	<p><u>Budget</u></p> <ul style="list-style-type: none"> ● Fees for student participation to pay for supplies, salaries, equipment <ul style="list-style-type: none"> ○ \$250 per week, per student ● Additional funding may be necessary to cover above items 	<ul style="list-style-type: none"> ● GCS District Budget ● Possible support through FAC Partners

Evaluation:

Indicators of Success	Date Reached
<p>A. By June of 2025, we will have established a reliable funding stream for the regular appearance of guest artists and artists-in-residence at the FAC. Our Instructors will create a schedule of departmental and interdepartmental experiences for our students so that such practices become consistent and expected.</p>	<ul style="list-style-type: none"> ● Mid-point - June 2023 ● Completed - June 2025
<p>B. By June of 2022, we will have reconfigured our Visitation and Recruiting processes to reach more qualified candidates and a more diverse population of students. Our efforts will result in a reduction of no-shows, and an expansion in class sizes as appropriate due to a more qualified candidate.</p>	<ul style="list-style-type: none"> ● Completed - June 2022
<p>C. By June of 2025, we will have established a comprehensive summer intensive program for students who aspire to attend the Fine Arts Center. Beginning in the summer of 2021, we will offer summer programming for middle school students that serves to prepare students to audition for the FAC. Each year, we will aim to augment our programming by adding areas of study.</p>	<ul style="list-style-type: none"> ● Mid-point - June 2023 ● Completed - June 2025



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Arts Education Goal Statement:

Goal 3: Facilities

To provide access to state-of-the-art facilities and technology, consistently upgraded to meet innovations in the field.

Objective: #3 of #5 (maybe listed as strategy in older versions)

Strategies:

- We will examine, and revise as needed, the use of current facilities, and strategize ways to increase efficiency for school day and extracurricular use ARMES program, GCYO, performances, etc).
- We will explore the possibilities to enhance cross-departmental collaboration within our current facilities.
- We will strategize to expand facilities in alignment with innovations in technology, current practices, and program growth in order to continue to provide pre-professional training at or above the industry standard.

Action Steps	Leadership <i>(who is responsible?)</i>	Start Date Completion Date	Cost	Funding Source
A. Create a list of structural concerns that need to be addressed in order for the learning environment to be optimized <ul style="list-style-type: none"> ○ I.e. - incorporate soundproofing into existing building structure, upgrading lighting and sound panels. ○ Curtain maintenance in Theatre, Dance, and Recital Hall ○ Floor in the Black Box 	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2025 	Budget <ul style="list-style-type: none"> ● Curtain maintenance = approx. \$15,000 ● Floor in Black Box - complete refurbishment = \$25,000 ● Soundproofing = cost unknown 	<ul style="list-style-type: none"> ● GCS District Budget
B. Develop strategies for effective and efficient use of the facilities in terms of instruction, community engagement and facilities maintenance. These strategies will be focused on summer and after-school hours.	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin ● GCS Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2022 	N/A	N/A
	<ul style="list-style-type: none"> ● FAC Faculty 	<ul style="list-style-type: none"> ● Start Date - 9/2020 	N/A	N/A



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<p>C. Examine teaching spaces and develop a plan for cross-collaboration</p> <ul style="list-style-type: none"> ○ Develop a method for shared use of woodshop, photo lab, display areas 	<ul style="list-style-type: none"> ● FAC Admin 	<ul style="list-style-type: none"> ● End Date - 6/2022 		
<p>D. Expand facilities to include, but not be limited to:</p> <ul style="list-style-type: none"> ○ Two 'traditional' classrooms configured for art history/mixed-use ○ Two multi-purpose classrooms for theatre/movement ○ Additional dance studio with proper floor, costume storage, changing rooms ○ Gathering space large enough for full-school assemblies ○ Additional keyboard lab for music theory ○ Additional classroom for Winds Chamber Music Program ○ Computer lab for graphics, quizzes, etc. ○ Additional 3D printing, laser cutting lab ○ Presentation/critique spaces for VA and Architecture ○ Additional creative writing studio and library space ○ Additional space for recording arts ○ Functional studio for Theatre D&P ○ Functional storage space for costumes, wood storage, prop and scenic storage ○ Architecture expansion for modeling capacity, storage, cleanup, presentation ○ Fiber Arts studio located in the building (not in a portable classroom) ○ Providing for adequate ARMES operations either on/off-campus 	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin ● GCS Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2025 	<p><u>Budget</u></p> <ul style="list-style-type: none"> ● Full building expansion is a necessity; however, it is difficult to place a dollar amount on this without consultation with an architect and builder 	<ul style="list-style-type: none"> ● GCS District Budget



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Evaluation:

Indicators of Success	Date Reached
A. By December of 2020, we will have created a working document of facility needs that will be updated regularly. This document will be shared with the GCS Facilities Department so that we can strategize on resolving the concerns as they arise.	<ul style="list-style-type: none">● Mid-point - June 2023● Completed - June 2025
B. By June of 2023, we will have created a plan to maximize summer facility usage through a summer intensive program, summer arts festivals, and other arts immersion programming.	<ul style="list-style-type: none">● Completed - June 2023
C. By June of 2023, we will have in place concrete plans for at least 2 cross-collaborative projects per school year, ensuring that all areas of studies are represented over a 5-year period.	<ul style="list-style-type: none">● Completed - June 2023
D. By June of 2025, we will have laid the groundwork for the expansion of the facilities at the FAC. By December of 2020, we will have developed a facility expansion plan and presented it to the GCS District Office. We will work to ensure that class sizes demonstrate the need for expansion, and that curricular expansions support the need for a facility expansion.	<ul style="list-style-type: none">● Mid-point - June 2023● Completed - June 2025



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Arts Education Goal Statement:
Goal 4: Professional Learning
 To foster continuous growth in the faculty and administration by providing high-quality, national-based learning opportunities that make a significant impact on the education of our students.

Objective: # 4 of #5 (maybe listed as strategy in older versions)
Strategies:
 With the assistance of grants and other fundraising means, we will ensure that we can consistently send faculty to nationally-based professional learning opportunities. For example, the continued professional development of our faculty as both educators and artists.

- ASN National Conference
- YoungArts Educator Week
- AWP Literary Conference
- Midwest Clinic
- NATS

Action Steps	Leadership (who is responsible?)	Start Date Completion Date	Cost	Funding Source
<p>A. We will send two faculty members to national arts/professional conventions/meetings/performances, with annual increases to a projected goal of five faculty members annually. This will be continued indefinitely on a rotating basis among the faculty/departments.</p>	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2022* *delayed due to COVID travel restrictions 	<p><u>Budget</u></p> <ul style="list-style-type: none"> ● ASN National Conference, when in-person = approx. \$800 per person, depending on travel costs ● ASN National Conference, virtually = \$225 per person ● YoungArts Week = \$750 per person ● Other national conferences = \$500 per person 	<ul style="list-style-type: none"> ● GCS District Budget ● Support through FAC Partners
<p>B. We will seek funding for faculty memberships to arts/professional organizations</p> <p>We will provide financial assistance to faculty seeking content-specific professional training.</p>	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2025 	<p><u>Budget</u></p> <ul style="list-style-type: none"> ● AIA = \$700/year ● NAFME = \$133 ● JEN = \$96 ● AWP = \$120 	<ul style="list-style-type: none"> ● GCS District Budget ● Possible support through FAC Partners



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			<ul style="list-style-type: none"> ● Equity = \$175 per person ● SETC = \$80 person/\$80 school ● SCTA = \$25 person/ \$60 school ● USITT = \$120-\$175 ● NATS = \$185 ● CAA = Institutional II: \$695 ● FATE= Institutional \$150 ● NAEA = \$85 	<ul style="list-style-type: none"> ● Fundraising as necessary
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Evaluation:

Indicators of Success	Date Reached
A. By June of 2022, we will have raised enough funds through the FAC Partners to fund Faculty attendance at the 2022 ASN National Conference and the 2023 Young Arts Educator Week. We will continue to build funding for annual trips to conferences, auditions, and performances in order to increase exposure for our school and our students.	<ul style="list-style-type: none"> ● Initial completion - June 2022 ● Ongoing through June 2025
B. By June of 2025, we will have successfully requested GCS budget increases to cover professional memberships. If an increase is not granted, we will build funding through the FAC Partners.	<ul style="list-style-type: none"> ● Completed - June 2025



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Arts Education Goal Statement:				
Goal 5: Community Impact				
To continuously make significant connections and contributions that positively impact the local, state, and national arts communities				
Objective: #5 of #5 (maybe listed as strategy in older versions)				
Strategies:				
<ul style="list-style-type: none"> ● Build on our existing non-profit organization to create a foundation to generate relationships and resources for scholarships, sponsorships, internships, and partnerships. ● Foster stronger connections with FAC Alumni. ● Improve publicity of FAC student, faculty, and alumni talents both in community and national outlets. 				
Action Steps	Leadership (who is responsible?)	Start Date Completion Date	Cost	Funding Source
A. Establish the Board of Directors for the FAC Partners Foundation. Develop initial scholarships, sponsorships, internships, and partnerships with the foundation for students.	<ul style="list-style-type: none"> ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2021 	N/A	N/A
B. Create a donor database including alumni, community artists, and supporters of the arts; and alumni artist network with events.	<ul style="list-style-type: none"> ● FAC Partners ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 9/2020 ● End Date - 6/2022 	N/A	N/A
C. Build public awareness of the quality student work at the Fine Arts Center through marketing and further publicity, including re-development of the webpage, community, and national publications. Create a Spring Honor Showcase to be performed at the Peace Center and/or other local community facilities.	<ul style="list-style-type: none"> ● FAC Faculty ● FAC Partners ● FAC Admin 	<ul style="list-style-type: none"> ● Start Date - 6/2020 ● End Date - 6/2023 	Budget <ul style="list-style-type: none"> ● Cost for complete redesign of the website = \$10,000-\$15,000 ● Annual marketing budget of \$2,500-\$5,000 	<ul style="list-style-type: none"> ● FAC Partners



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			<ul style="list-style-type: none"> ● Showcase budget = \$2,500 <ul style="list-style-type: none"> ○ \$1,500 to rent the Peace Center ○ \$1,000 for advertising and supplies
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Evaluation:

Indicators of Success	Date Reached
A. By September of 2020, we will have established a diverse group of experts who can help bring our Strategic Arts Plan to fruition. The group should have strong connections to the community, the ability to raise funds, and the perspective to analyze our current practices and make appropriate recommendations for improvement.	Completed - August, 2020
B. By June of 2021, we will have generated a steady income of funds to support the “above and beyond” experiences at the FAC. By June of 2022, we will have invested funds responsibly so that there is a financial base for us to operate on for years to come.	<ul style="list-style-type: none"> ● Mid-Point - June 2021 ● Completed - June 2022
C. By June of 2023, we will have developed a plan to improve the marketing and messaging of the Fine Arts Center. Working with the FAC Partners, we will increase our presence in the community and hold at least one gala event per year in Downtown Greenville.	<ul style="list-style-type: none"> ● Completed - June 2023