

ARTS &

HUMANITIES

STRATEGIC PLAN 2020-2025



**SC Governor's School
for the Arts and Humanities**

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Mission

The mission of the South Carolina Governor's School for the Arts and Humanities is to serve the artistically talented high school students of South Carolina through programs of pre-professional instruction in an environment of artistic and academic excellence. The school is a resource for all teachers and students in South Carolina.

Vision

The South Carolina Governor's School for the Arts and Humanities will be a national model for pre-professional arts residential high schools, preparing students to be contributors in a diverse society through curricular and co-curricular experiences of artistic and academic excellence. We will inspire students and teachers toward greater creativity, innovation, and commitment to artistic and intellectual growth.

Who We Are at Our Best

We are a community of artists, educators, and dreamers who inspire life-changing transformation in our students. Utilizing rigorous pre-professional training in the arts and humanities in combination with demanding academic standards and coursework, we prepare students for a lifetime of discovery, leadership and outstanding contributions to South Carolina and beyond. Our alumni are influential in their chosen art as well as broader disciplines. Through their character, deeds, and accomplishments, our alumni represent the best of South Carolina, elevating its reputation for excellence in arts education. Drawing a diverse body of students from all areas in our state, we change lives, alter paths for the better and provide a platform for personal and professional success through opportunities otherwise not available to students in our state. We are inspired by the unique residential environment of our campus and the vibrant community of our host city, Greenville, where we gratefully give of our talents. Guided by the faculty and supported by our staff, we strive every day for excellence. We provide an education that is elite but not elitist. We believe that the Arts are essential for a better world. Locally, we improve South Carolina through serving as a statewide resource for arts education and as artists in our community.



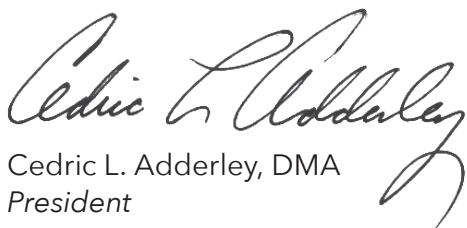
The State of the School in 2020

As the Governor's School completed the transformation of our campus with a final building project and modest renovations on our 8.5-acre campus, we were poised to build on this momentum; however, the international pandemic disrupted almost every aspect of what would have been, under normal circumstances, a historic year of public performances for our students. In the midst of celebrating our 20th anniversary, we were forced to pivot at a moment's notice and complete the year while planning for the next in an ever-changing landscape that continues to this day.

As we faced unprecedented circumstances, we looked to the future and proceeded with the optimism of what is possible, what is pragmatic, and what is required to ensure the success of our students and families throughout South Carolina. Having accepted the responsibility of reimagining what preprofessional arts education looks like after a fundamental disruption to our unique learning experience, we are now more nimble, innovative and better equipped to take on the future. Through our firm commitment to true-to-form partnerships with our past, present and future students, we know that the purposeful actions within this plan will create a more diverse and supportive community, fostering artistic and academic excellence.

Our 2020-2025 strategic plan outlines specific strategies, tactics, and indicators for success that will be assessed and adjusted annually. We will continue to rethink our strategies for recruitment, retention, resources, and responsibility for our stakeholders throughout all forty-six counties of the state. As we respond to current and future challenges, alongside other academic institutions across our state and nation, we embrace the hope and prosperity that will occur through the execution of these operational plans with a level of focus that will significantly impact the future of arts education and public education as a whole.

Moving forward into this next phase of growth, our immersive experiences and personal connections that have been key to generating the transformative impact of the Governor's School, both in and out of the classroom, will be strengthened and expanded. We will harness creativity and innovation to combine proven, foundational practices with new techniques and build a community known for diversity, equity and inclusion. We will further expand on our statewide network of education partnerships to ensure a future of greater service and greater progress while sharing the richness of a truly world-class arts education.



Cedric L. Adderley, DMA
President

Artistic and Academic Excellence

The school remains deeply committed to the rigor and engagement of its programs preparing students for college and career. As we establish comprehensive measures of success, we look beyond standardized test scores. We will analyze data according to demographics of race, gender, and geography, with attention to state and national comparisons whenever possible. Examples of meaningful, representative, and equitable data include:

- Annual surveys on student engagement and hope (Gallup or similar survey)
- An increase in GPA during enrollment
- Percentage of students inducted into the National Honor Society
- Percentage of students on the Dean's and President's lists each semester
- Appropriate placement in college, university, art school, conservatory, or dance company

Strategies to Further Impact of Mission & Vision 2020-2025

STRATEGY I: Build on the success of our existing programs, evolving our curriculum to address priorities critical to sustain our mission and reach maximum enrollment



GOAL 1: Attract and retain a diverse student body with specific focus on geography, gender, and race

GOAL 2: Invest in faculty development to support curriculum innovation ensuring that programs remain current and continue to “raise the bar” in arts education

GOAL 3: Incorporate emerging arts areas and leverage existing programs to create interdisciplinary courses of study

STRATEGY II: Expand our role as a statewide resource for arts education in South Carolina public schools, leveraging our resources to impact more students in our state



GOAL 4: Introduce more educators and prospective students to SCGSAH programs and resources with the goal of strengthening recruitment and eliminating barriers for applicants

GOAL 5: Create innovative approaches to support SC teachers and grow interest in arts in every school

GOAL 6: Position SCGSAH as the thought leader in arts education in SC

STRATEGY III: Deepen engagement of our community from within and use those strong ties to better engage external stakeholders



GOAL 7: Enhance the strength of on-campus student community, making them effective current day ambassadors and committed alumni in the future

GOAL 8: Engage each Govie's family to support and promote SCGSAH around the state

GOAL 9: Encourage the participation of alumni as a resource to review and provide feedback on curriculum and mentor current students

GOAL 10: Involve the entirety of the Govie community in the cause of sustaining and growing support for SCGSAH and securing public and private financial support for the school

South Carolina Governor's School for the Arts and Humanities Five-Year Operational Plan 2020-2025

STRATEGY I: Build on the success of our existing programs, evolving our curriculum to address priorities critical to sustain our mission and reach maximum enrollment



GOAL 1: Attract and retain a diverse student body with specific focus on geography, gender, and race

Tactics 2020-2021

1. Establish and implement a comprehensive recruitment approach coupled with a data collection system- recruitment focus on diversity; emphasis on recruiting, supporting, and retaining students who are Black, Indigenous, and People of Color (BIPOC).
2. Identify barriers to student enrollment based upon gender and geography and implement corrective strategies.
3. Expand the diversity of our faculty and staff through a focused recruitment plan with particular emphasis on recruiting, hiring, supporting, and retaining BIPOC employees.
4. Extend our financial assistance program to ensure that all programs are accessible, with a focus on removing barriers.
5. Develop and pilot a marketing and public relations campaign to attract diverse student populations.
6. Provide individualized student services support systems to improve student success and retention outcomes.
7. Create, implement, and sustain support systems for faculty, staff, and students experiencing conflicts with racism, sexism, or social justice in any form.

Tactics 2021-2022

1. Expand student recruitment strategies building on most effective approaches with greatest yield. Collect data for qualitative and quantitative assessment of recruitment strategy.
2. Implement employee recruitment plan for all available positions.
3. Collaborate with Governor's School Foundation and targeted donors to increase funding for financial assistance program.
4. Implement marketing and public relations campaign.
5. Implement expanded virtual and on-site counseling resources.
6. Expand and evaluate support systems to ensure their effectiveness in supporting faculty, staff and students.

Tactics 2022-2023

1. Use data to channel resources toward most productive recruitment strategies. Collect additional data for qualitative and quantitative assessment of recruitment strategy.
2. Assess success of diversity hiring. Use high yield strategies in hiring for additional open positions.

3. Focus financial assistance program on students who will increase diversity of student population in all programs.
4. Expand marketing and public relations campaign to gain regional and national attention.
5. Evaluate impact of counseling resources. Implement enhanced counseling services as necessary.
6. Analyze evaluation data to modify and strengthen employee and student support systems.

Tactics 2023-2024

1. Evaluate retention and success rates of students attracted to Governor's School via new recruitment strategies.
2. Evaluate impact of recruitment plan on diversity of all employees.
3. Activate parent and alumni network to increase giving through Governor's School Foundation for financial assistance program. Communicate success of enhanced giving for financial assistance program.
4. Position marketing and public relations campaign for recognition through arts and arts accreditation networks.
5. Highlight impact of counseling services on student success in regional and national publications.
6. Develop and implement surveys to assess impact of employee/student support systems. Analyze data with relation to aspirational schools.

Key Indicators of Success:

- More diverse student enrollment in all programs
- Recruitment evaluation system producing data for on-going improvement
- More diverse faculty and staff
- Increased dollars available for financial assistance program
- Financial assistance program effective in attracting diversity among students in all programs
- System of student services is recognized as a unique, value-added contributor to student success in arts, academics, and life
- Campus is a model of diversity, inclusion and collaboration.



GOAL 2: Invest in faculty development to support curriculum innovation, ensuring that programs remain current and continue to “raise the bar” in arts education

Tactics 2020-2021

1. Create and implement a professional development plan to maximize technology use across school programs.
2. Organize and implement short-term and long-term professional development initiatives to focus on innovative programs across the curriculum with an emphasis on collaboration.
3. Build infrastructure capacity to incorporate anti-racism and African diaspora studies across the curriculum in arts, humanities, and academics with a focus on race in arts education growth and transformation.
4. Establish and implement an in-depth, ongoing diversity and anti-racism training for faculty and staff with a focus on anti-racist principles, appropriate responses to racial conflict, harm reduction, and racial equity.

Tactics 2021-2022

1. Increase technology-related faculty development funds.
2. Engage state and regional arts educators, innovators, and thought leaders to collaborate and/or lead professional development initiatives.
3. Implement three key initiatives for in-depth focus on anti-racism and African diaspora studies. Provide faculty with resources to implement curricular initiatives.
4. Evaluate curriculum and compare to comparable, aspirational schools
5. Conduct a quantitative study of the working and learning environment to identify successful changes and areas for increased training. Focus additional training based on assessment.

Tactics 2022-2023

1. Invest in specific curricular and program support programs that are innovative in the use of technology.
2. Engage regional and national arts educators, innovators, and thought leaders to collaborate and/or lead professional development initiatives.
3. Identify next areas for curricular initiatives. Provide faculty with resources to implement curricular initiatives.
4. Conduct a quantitative study of the working and learning environment to identify successful changes and areas for increased training. Focus additional training based on assessment.

Tactics 2023-2024

1. Support employee presentations at national conferences, workshops, and symposia with emphasis on technology in arts education.
2. Engage national and international arts educators, innovators, and thought leaders to collaborate and/or lead professional development initiatives.
3. Encourage faculty and staff to present on best practices in creating a bias-free learning environment in arts education. Focus additional training based on assessment.

Key Indicators of Success:

- The Governor’s School is recognized as a national leader in
 - Technology-related arts education
 - Innovation in arts education
 - Curricular reform
 - Incorporating anti- racism and African diaspora studies in the Arts and Humanities
- Governor’s School recognized by major stakeholders as a learning environment free of bias and supportive of excellence

GOAL 3: Incorporate emerging arts areas and leverage existing programs to create interdisciplinary courses of study

Tactics 2020-2021

1. Establish and implement a long-term plan for independent professional reviews for all departments and programs, aligned with the ACCPAS reaffirmation cycle in 2022-2023.
2. Pilot film studies unit as a collaborative interdisciplinary course of study, with currently enrolled students in Creative Writing and Drama.

Tactics 2021-2022

1. Implement recommendations from program review. ACCPAS self-study initiated.
2. Pilot film studies unit as a collaborative interdisciplinary course of study, with currently enrolled students in Creative Writing and Drama.

Tactics 2022-2023

1. ACCPAS self-study and site-visit completed. Reaffirmation of ACCPAS accreditation confirmed.
2. Evaluate pilot unit and determine required resources to develop collaborative or stand-alone program. Make recommendations through state budget requests to implement highest priority curriculum enhancement. Pilot second film studies unit as a collaborative interdisciplinary course of study, with currently enrolled students in Creative Writing and Drama.
3. Identify a second emerging, collaborative, interdisciplinary area of study and conduct a feasibility study to explore best practice for curriculum implementation.

Tactics 2023-2024

1. Cycle of continuous program reviews aligned with ACCPAS reaffirmation schedule.
2. Evaluate film studies marketability and feasibility as program or collaborative part of other programs. Develop marketing plan for 2023-2024 recruitment cycle with 2024-2025 enrollment into film studies.
3. Secure resources required to offer a pilot in second emerging arts area. Develop and plan second unit for pilot in 2025.



Key Indicators of Success:

- Governor's School is recognized "with commendations" among ACCPAS and Arts School Network peers as an innovative and effective learning environment
- Film studies is included in recruitment plan, and by 2026 becomes a robust and innovative part of Governor's School curriculum
- Governor's School curriculum has two new and highly marketable programs reflecting innovative careers in the arts

STRATEGY II: Expand our role as a statewide resource for arts education in South Carolina public schools, leveraging our resources to impact more students in our state



GOAL 4: Introduce more educators and prospective students to SCGSAH programs and resources with the goal of strengthening recruitment and eliminating barriers for applicants

Tactics 2020-2021

1. Create an intentional network to engage arts teachers around the state to identify outreach needs and to engage more students and educators in outreach experiences. (2021-2022)
2. Advocate for and partner with SC Department of Education in statewide technology growth plan to increase connectivity and impact of outreach. (2021-2022)

Tactics 2021-2022

1. Create an intentional network to engage arts teachers around the state to identify outreach needs and to engage more students and educators in outreach experiences.
2. Advocate for and partner with SC Department of Education in statewide technology growth plan to increase connectivity and impact of outreach.

Tactics 2022-2023

1. Evaluate implementation of first iteration of arts teacher network and organize resources to increase outreach experiences.
2. Participate in state technology growth plan and include recommendations for Governor's School specific funding needs.

Tactics 2023-2024

1. Evaluate expanded network and organize resources to increase base of stakeholders in outreach experiences.
2. Maintain participation in technology plan to ensure the influence of Governor's School leadership in expanding the use of technology to expand arts education.

Key Indicators of Success:

- Governor's School has developed a robust network of arts education teachers throughout the state
- Governor's School is a key leader with SC Dept of Ed in expanding the use of technology in arts education

GOAL 5: Create innovative approaches to support SC teachers and grow interest in arts in every school

Tactics 2020-2021

1. Develop and implement measurements to assist in data-driven evaluation of outreach programs.

Tactics 2021-2022

1. Evaluate and recommend improvements to current outreach operations with goal of increasing SC teacher interest and engagement.
2. Propose plans and secure additional off-site locations for outreach, including collaboration with colleges and university partners in SC.

Tactics 2022-2023

1. Improve processes based on data from assessment.
2. Add at least one off-site location and implement creative collaborative outreach programs with SC colleges and universities.

Tactics 2023-2024

1. Assess teacher needs to design new processes to increase impact.
2. Add at least one off-site location and implement collaborative outreach programs with SC businesses.

Key Indicators of Success:

- Governor's School Outreach programs demonstrate high impact on arts education in SC
- Governor's School Outreach programs are visible in multiple sites throughout SC

GOAL 6: Position SCGSAH as the thought leader in arts education in SC

Tactics 2021-2022

1. Develop and implement a communication plan to emphasize the influence of SCGSAH for the first 20 years and the importance of arts education in SC's future.
2. Pilot an intentional network with schools, arts organizations, the SC Department of Education and others to ensure quality of instruction in the arts across SC.

Tactics 2022-2023

1. Expand communication tactics to specific state-wide audiences most critical to school success.
2. Increase partners in network based on geography and interests in arts education.

Tactics 2023-2024

1. Expand communication tactics to specific regional audiences critical to school success.
2. Evaluate partnerships to ensure collaboration with a focused emphasis on quality instruction in the arts.

Key Indicators of Success:

- Governor's School is well known by more SC citizens and more renowned for its value added to the state's quality of life
- Governor's School is a recognized leader in promoting excellence in arts education throughout SC

STRATEGY III: Deepen engagement of our community from within and use those strong ties to better engage external stakeholders



GOAL 7: Enhance the strength of on-campus student community, making them effective current-day ambassadors and committed alumni in the future

Tactics 2020-2021

1. Develop and utilize a schoolwide tagline and/or community statement and use it to communicate.
2. Conduct a needs assessment and campus-wide space study to increase student success and sense of community.
3. Create and activate a network of Govie parents to advocate for the school.

Tactics 2021-2022

1. Integrate tag line/community statement into internal communication processes with alumni and parents.
2. Continue a needs assessment and campus-wide space study to increase student success and sense of community.

Tactics 2022-2023

1. Integrate tag line/community statement into external communication processes.
2. Implement changes as possible within existing budget. Create a plan and request funding for space needs from Foundation and/or Legislature.

Tactics 2023-2024

1. Integrate tag line/community statement into advocacy efforts.
2. Implement larger space changes to facilitate building of campus community.

Key Indicators of Success:

- Tag line/community statement is used formally and informally to boost community for all stakeholders
- Governor's School has a modern, vibrant campus with spaces reconfigured to enhance our community of learners

GOAL 8: Engage each Govie’s family to support and promote SCGSAH around the state

Tactics 2020-2021

1. Create and activate a network of Govie parents to advocate for the school.

Tactics 2021-2022

1. Increase parent network. Implement a system to actively engage parents in advocacy.

Tactics 2022-2023

1. Increase network. Provide tools for parents to engage in promotion of Governor's School.

Tactics 2023-2024

1. Expand parent network to include parents of alumni.

Key Indicators of Success:

- Govie parent network is effective in advocacy and recruitment

GOAL 9: Encourage the participation of alumni as a resource to review and provide feedback on curriculum and mentor current students

Tactics 2020-2021

1. Establish and activate an advisory committee of Governor’s School alumni and faculty to review and give feedback on curriculum.

Tactics 2021-2022

1. Convene advisory committee three times a year. Implement relevant recommendations.
2. Create and utilize an alumni-student mentor pilot to connect Govie students to professionals in the field.
3. Establish and implement coordinated opportunities for campus engagement with alumni who are Black, Indigenous, and People of Color.

Tactics 2022-2023

1. Continue advisory committee and create mini Alumni Board for specific disciplines .
2. Expand mentor pilot project.
3. Increase engagement of alumni who are Black, Indigenous, and People of Color through on going communication.

Tactics 2023-2024

1. Engage alumni college seniors in Governor's School marketing.
2. Evaluate impact of mentor pilot project.
3. Provide enhanced opportunities for alumni who are Black, Indigenous, and People of Color to engage with students on campus.

Key Indicators of Success:

- Advisory committee is active in support and advocacy for Governor’s School
- Alumni-student mentor program is nationally recognized for effectiveness
- Alumni who are Black, Indigenous, and People of Color are engaged and active in supporting Governor’s School

GOAL 10: Involve the entirety of the Govie community in the cause of sustaining and growing support for SCGSAH and securing public and private financial support for the school

Tactics 2020-2021

1. Dedicate and celebrate the completion and opening of the new Music Building and invite community supporters to celebrate achievement.
2. Develop and utilize a coordinated database of corporate and academic stakeholders in collaboration with the Governor's School Foundation.
3. Expand and leverage engagement of leadership team and Board(s) of Directors with local and statewide leaders in sequenced stages to promote the importance of arts education in SC's future.
4. Expand the role of academic/humanities faculty in outreach and admissions in order to provide a full picture of Governor's School's unique programs.

Tactics 2021-2022

1. Use Music Building for programs-local and streaming.
2. Increase database and expand Foundation funding requests for specific needs.
3. Evaluate stage one of engagement initiative. Implement phase two of the engagement initiative.
4. Expand the system for increasing academic/humanities faculty roles in outreach and admissions.

Tactics 2022-2023

1. Identify opportunities to use Music Building to increase impact of Governor's School on SC arts education.
2. Increase clarity of needs communicated to Foundation.
3. Evaluate phase two and implement phase three. Implement phase three of the engagement initiative.
4. Seek specific funding for academic/ humanities faculty involvement in outreach and admissions.

Tactics 2023-2024

1. Seek funding for Music Building programming.
2. Evaluate effectiveness of expanded database.
3. Assess impact of increased engagement on support for arts education.
4. Highlight success in academic/ humanities



Key Indicators of Success:

- Fully funded new initiatives in innovative music program
- Expanded funding and collaborative working relationship with Foundation
- Actively engaged leadership team and board of directors working together to promote arts education
- Academic and humanities faculty are active in statewide outreach and admissions

South Carolina Governor’s School for the Arts and Humanities Action Dashboard 2020-2025

STRATEGY I: Build on the success of our existing programs, evolving our curriculum to address priorities critical to sustain our mission and reach maximum enrollment

GOAL 1: Attract and retain a diverse student body with specific focus on geography, gender, and race

	On Track	At Risk	Revise
<p>Establish and implement a comprehensive recruitment approach coupled with a data collection system- recruitment focus on diversity; emphasis on recruiting, supporting, and retaining students who are Black, Indigenous, and People of Color (BIPOC).</p> <p>Assigned - VP Student Development, Director of Enrollment Strategies, Coordinator for Admissions Communication, Director Public Relations</p>			
<p>Identify barriers to student enrollment based upon gender and geography and implement corrective strategies.</p> <p>Assigned - VP Student Development, Director of Enrollment Strategies, Department Chairs</p>			
<p>Expand the diversity of our faculty and staff through a focused recruitment plan with particular emphasis on recruiting, hiring, supporting, and retaining BIPOC employees.</p> <p>Assigned - President, Vice Presidents, Director of Human Resources, All Hiring Supervisors</p>			
<p>Extend our financial assistance program to ensure that all programs are accessible, with a focus on removing barriers.</p> <p>Assigned - VP Finance and Administration, VP Student Development, Foundation Executive Director</p>			
<p>Develop and pilot a marketing and public relations campaign to attract diverse student populations.</p> <p>Assigned - President, Director Public Relations</p>			
<p>Provide individualized student services support systems to improve student success and retention outcomes.</p> <p>Assigned - VP Student Development, Dean, Academic Support Team, Health and Wellness Director, Guidance Staff</p>			
<p>Create, implement, and sustain support systems for faculty, staff, and students experiencing conflicts with racism, sexism, or social justice in any form.</p> <p>Assigned - President, Vice Presidents, Director of Human Resources, Discrimination Compliance Coordinator, Health and Wellness Counselor, Director of School Counseling, Staff Council Officers, Faculty Council Officers</p>			

GOAL 2: Invest in faculty development to support curriculum innovation ensuring that programs remain current and continue to “raise the bar” in arts education

	On Track	At Risk	Revise
<p>Create and implement a professional development plan to maximize technology use across school programs.</p> <p>Assigned - VP Finance and Administration, Professional Development Committee, Technology Committee</p>			
<p>Organize and implement short-term and long-term professional development initiatives to focus faculty/staff on innovative programs across the curriculum, with an emphasis on collaboration.</p> <p>Assigned - Dean, Professional Development Committee, Department Chairs, School Improvement Council (SIC)</p>			
<p>Build infrastructure capacity to incorporate anti-racism and African diaspora study across curriculum in arts, humanities, and academics with a focus on race in arts education growth and transformation.</p> <p>Assigned - Dean, Department Chairs</p>			
<p>Establish and implement an in-depth, ongoing diversity and anti-racism training for faculty and staff with a focus on anti-racist principles, appropriate responses to racial conflict, harm reduction, and racial equity.</p> <p>Assigned - President, Vice Presidents, Director of Human Resources, Professional Development Committee, Staff Council Officers, Faculty Council Officers</p>			

GOAL 3: Incorporate emerging arts areas and leverage existing programs to create interdisciplinary courses of study

	On Track	At Risk	Revise
<p>Establish and implement a long-term plan for independent professional reviews for all departments and programs, aligned with the ACCPAS reaffirmation cycle in 2022-2023.</p> <p>Assigned - Dean, Department Chairs</p>			
<p>Pilot film studies unit as a collaborative interdisciplinary course of study with currently enrolled students in Creative Writing and Drama.</p> <p>Assigned - Dean, Department Chairs (Creative Writing, Drama, Visual Arts)</p>			
<p>Initiated in academic year 2022-2023. Identify a second emerging, collaborative, interdisciplinary area of study and conduct a feasibility study to explore best practice for curriculum implementation.</p> <p>Assigned - Dean, Department Chairs</p>			
<p>Create, implement, and sustain support systems for faculty, staff, and students experiencing conflicts with racism, sexism, or social justice in any form.</p> <p>Assigned - Dean, Department Chairs</p>			

STRATEGY II: Expand our role as a statewide resource for arts education in South Carolina public schools leveraging our resources to impact more students in our state

GOAL 4: Introduce more educators and prospective students to SCGSAH programs and resources with the goal of strengthening recruitment and eliminating barriers for applicants

	On Track	At Risk	Revise
<p>Initiated in academic year 2021-2022: Create an intentional network to engage arts teachers around the state to identify outreach needs and to involve more students and educators in outreach programs.</p> <p>Assigned - President, Director of Outreach and Community Engagement</p>			
<p>Initiated in academic year 2021-2022: Advocate for and partner with SC Department of Education in statewide technology growth plan to increase connectivity and impact of outreach.</p> <p>Assigned - President, Director of Outreach and Community Engagement, Director of Information Technology</p>			

GOAL 5: Create innovative approaches to support SC teachers and grow interest in arts in every school

	On Track	At Risk	Revise
<p>Develop and implement measurements to assist in data-driven evaluation of outreach programs.</p> <p>Assigned - President, Director of Outreach and Community Engagement, Director of Public Relations</p>			
<p>Initiated in academic year 2021-2022: Propose plans and secure additional off-site locations for outreach, including collaboration with college and university partners in SC.</p> <p>Assigned - President, Director of Outreach and Community Engagement</p>			

GOAL 6: Position SCGSAH as the thought leader in arts education in SC

	On Track	At Risk	Revise
<p>Initiated in academic year 2021-2022: Develop and implement a communication plan to emphasize the influence of SCGSAH for the first 20 years and the importance of arts education in SC's future.</p> <p>Assigned - President, Director of Outreach and Community Engagement, Director of Public Relations, Foundation Executive Director</p>			
<p>Initiated in academic year 2021-2022: Pilot an intentional network with schools, arts organizations, the SC Department of Education and others to ensure quality of instruction in the arts across SC.</p> <p>Assigned - President, Director of Outreach and Community Engagement, Dean</p>			

STRATEGY III: Deepen engagement of our community from within and use those strong ties to better engage external stakeholders

GOAL 7: Enhance the strength of on-campus student community, making them effective current day ambassadors and committed alums in the future

	On Track	At Risk	Revise
Develop and utilize a schoolwide tagline and/or community statement and use it to communicate. Assigned - President, Director of Public Relations			
Initiated in academic year 2021-2022: Conduct a needs assessment and campus-wide space study to increase student success and sense of community. Assigned - President, Vice Presidents, Department Chairs, Directors, Supervisors			

GOAL 8: Engage each Govie’s family to support and promote SCGSAH around the state

	On Track	At Risk	Revise
Create and activate a network of Govie parents to advocate for the school. Assigned - VP Student Development, School Improvement Council (SIC) Chair, Govie Parents Council Chair			

GOAL 9: Encourage the participation of alumni as a resource to review and provide feedback on curriculum and mentor current students

	On Track	At Risk	Revise
Establish and activate an advisory committee of Governor’s School alumni and faculty to review and give feedback on curriculum. Assigned - Dean, Coordinator of Alumni Programs, Department Chairs			
Initiated in academic year 2021-2022: Create and utilize an alumni-student mentor pilot to connect “Govie” students to professionals in the field. Assigned - VP Student Development, Coordinator of Alumni Programs, Department Chairs, Foundation Executive Director			
Initiated in academic year 2021-2022: Establish and implement coordinated opportunities for campus engagement with BIPOC alumni. Assigned - VP Student Development, Coordinator of Alumni Programs, Diversity and Inclusion Council, Foundation Executive Director			

GOAL 10: Involve the entirety of the Govie community in the cause of sustaining and growing support for SCGSAH and securing public and private financial support for the school

	On Track	At Risk	Revise
<p>Dedicate and celebrate the completion and opening of new Music Building and invite community supporters to celebrate achievement.</p> <p>Assigned - President, Dean, VP Finance and Administration, Music Department</p>			
<p>Develop and utilize a coordinated database of corporate and academic stakeholders in collaboration with Governor’s School Foundation.</p> <p>Assigned - President, Foundation Executive Director, Dean, VP Finance and Administration</p>			
<p>Expand and leverage engagement of leadership team and Board(s) of Directors with local and state-wide leaders in sequenced stages to promote the importance of arts education in SC’s future.</p> <p>Assigned - President, Vice Presidents, Foundation Executive Director</p>			
<p>Expand the role of academic/humanities faculty in outreach and admissions in order to provide a full picture of Governor’s School’s unique programs.</p> <p>Assigned - Dean, Director of Outreach and Community Engagement, Department Chairs, VP Student Development, Director of Enrollment Strategies</p>			