



THE SCHOOL FOR
**CREATIVE &
PERFORMING ARTS**
at the Erich Kunzel Center
Cincinnati Public Schools

Office of the Principal

Dear Stakeholder,

Michael D. Owens
Principal

Kimberly Brown
Assistant Principal

John Copenhaver
Assistant Principal

Angela Powell Walker
Artistic Director

Teresa Summe-Haas
External Relations Officer

The School For Creative & Performing Arts' (SCPA) leadership team is proud to share with you our Strategic Plan 2021-2026. We have taken significant strides toward our collective aspiration to be the nation's premier K-12 arts magnet school, advancing artistic and academic excellence.

The leadership team would like to thank our strategic planning facilitator, Brett Stover, and our SCPA Strategic Planning advisors which comprise several focus groups with over 80 members. SCPA is fortunate to have so many stakeholders who care deeply about our success.

In our focus groups we discussed our strengths, weaknesses, opportunities and threats (SWOT analysis). The members completed online surveys and benchmarked SCPA programming against similar schools' programming in the nation. Ultimately, we developed five goals which are built on our perceived strengths and our best pathways for preparing our students for the future.

As we work to help our students "Find Their Voice," it is our hope that the upcoming five years of strategic planning will secure our school's vision to be a world-class public arts school where dedicated students prepare for a lifelong investment in artistic and scholastic pursuits.

Michael D. Owens

Michael D. Owens, *Principal and Alumnus*

Kimberly Brown

Kimberly Brown, *Assistant Principal*

J

John Copenhaver, *Assistant Principal*

Angela Powell Walker

Angela Powell Walker, *Artistic Director and Alumnus*

Teresa Summe-Haas

Teresa Summe-Haas, *External Relations Officer*



The School For Creative & Performing Arts
Strategic Plan 2021-2026

*Advancing and Intertwining
Artistic & Academic
Excellence*

Published June 15, 2021



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One Page Executive Summary

When the new SCPA Leadership Team took the helm in 2015 a five-year strategic plan was developed and published in 2016. Now in the fifth year of that strategic plan, arguably excellent progress has been made and SCPA's leadership has developed a plan for the next 5 years.

Our goals are straightforward, build on our strengths, and prepare our students for the future.

Goals:

1. Increase focus on Creative & Performing Arts programs and improve student artistic learning outcomes.
2. Improve student academic learning outcomes while maintaining our past five-year average senior class graduation rate of 100%.
3. Attract and retain artistically talented and committed students.
4. Build and leverage professional arts organization partnerships.
5. Raise money for academic and artistic, enrichment and accelerated programs.

Top 10 Ideas

1. Broaden our appeal and relevancy by grouping our majors into three schools within the **SCPA: School of Performing Arts, School of Creative Arts, and School of Media Arts**. As part of this we will add two new majors: **Musical Theatre, and Media Arts**.
2. Increase from 80% to 90% of students achieving employability skills as tested on the Ohio Department of Education Career Tech Webexam.
3. Proactively staff and manage our national recognition as an **Arts School Network Exemplary School**.
4. Manage our **COGNIA/AdvancED Accreditation** process to ensure we continue with this distinction in time for the 5-year review.
5. Develop a **"K-12 Student Artistic Development Journey"** for each major to demonstrate the unique and robust experience a potential student will have at SCPA.
6. Create a **"K-3 Student and Family Artistic Program"** for incoming students through the K-3 CPS Magnet school lottery process. The program will seek to develop an entry point analysis of student and parent interest, benchmarks and milestones per year, evaluation of teaching best practices for elementary arts programming and increased partnerships that support primary arts staff and students.
7. Continue our 3rd to 4th grade **"Student and Family Coaching and Guidance Plan"** to help students transition into obtaining a major as they enter 4th grade. By 2024 we go from 94% of students declaring a major to 96% of students declaring a major as they enter 4th grade.
8. Managing relationships with our top-tier **Professional Artistic Partners**. Deep collaborations with these organizations are critical to ensure a highly unique experience for our students and provide supplemental top talent teachers.
9. **Maintain and protect the vital Mayerson Artistic Excellence Program**. Every year the Mayerson Artistic Excellence Program presents master classes, workshops, and clinics by some of the world's greatest artists, musicians, dancers, and writers across all art disciplines at SCPA.
10. Host an **"SCPA 50th Anniversary Celebration"** and conduct a highly targeted **"Team SCPA Campaign: 50 asks for the 50th"**.

School Overview and Context

The School For Creative & Performing Arts (SCPA) is a world-class arts magnet program designed to achieve technical mastery in an arts field and traditional academic curriculum. The focus is arts education with an extensive and intertwined academic program that meets Cincinnati Public Schools (CPS) and state standards for high school diplomas.

Founded in 1973, SCPA is an arts magnet school in the Cincinnati Public School (CPS) district, the third largest district in Ohio. In 2010, SCPA became the first and only K-12 magnet art school in the nation when CPS merged the K-3rd Schiel Primary School for Arts Enrichment with The School For Creative & Performing Arts, a 4th-12th pre-professional art school. SCPA has produced notable graduates in virtually every artistic field, including award-winning actors, directors, singers, dancers, musicians, stage technicians, designers, and arts administrators. In addition to excelling in the arts, SCPA graduates have gone on to military service, law, medicine, and business.

SCPA is housed in a world-class \$72 million facility located in historic Over-the-Rhine. This state of the art facility was championed by the late Cincinnati Pops Maestro Erich Kunzel and funded through a public-private partnership that raised more than \$31 million in private contributions to match public funding. This landmark effort was led by Bill Knodel & the late Tom Klinedinst II, Presidents of the Greater Cincinnati Arts and Education Center with major funding provided by The Corbett Foundation and the Manuel D. and Rhoda Mayerson Foundation. The building features specialized facilities for the arts including three separate theaters. SCPA is within walking distance of Music Hall (Cincinnati Symphony Orchestra/Pops, Cincinnati Opera, Cincinnati Ballet, Cincinnati May Festival), Memorial Hall, Cincinnati Shakespeare Company, The Ensemble Theatre Cincinnati, The Know Theatre, Cincinnati Arts Academy, Elementz Hip Hop Cultural Arts Center and ArtsWave.

SCPA has approximately 1400 students and is accessible to all children who exhibit the talent and determination to succeed, regardless of their financial or family circumstances.

2019-2020

Key Demographics

Female	949	69%
Male	428	31%
Total Student Body	1377	100%
Economically Disadvantaged	721	52%
Homeless Students	17	1%
Live outside district and pay tuition	138	10%
Identified as Gifted	336	24%
Students with Disabilities	144	10%

Ethnicity

Black	779	57%
White, Non-Hispanic	413	30%
Multiracial	128	9%
Hispanic	41	3%
Asian	12	1%
American Indian or Alaskan Native	2	0%
Pacific Islander	2	0%
Total Students	1377	100%

Consistent with CPS magnet school policy, K-3 is a lottery-based entrance while grades 4-12 is a rigorous audition-based process placing students in one of the seven different artistic disciplines:

Creative Writing, Dance, Drama, Instrumental Music, Technical Theater, Visual Arts and Vocal Music. Five of these seven disciplines are Career Tech Certification programs.

SCPA Mission and Vision

Mission (the organization’s fundamental reason to be):

SCPA’s mission is to foster independent thinking in a creative and challenging environment. By providing a diversified curriculum and environment for bright and talented individuals, we seek to offer preparation for higher education and professions in the arts.

Vision (the long-term view of what the organization wants to be or become):

SCPA is a world-class public arts school where students prepare for a lifelong involvement in scholastic and artistic pursuits.

SCPA Values

SCPA embraces these values as the way we interact with each other:

- Show Respect
- Contribute Positively
- Perform Honorably
- Act Responsibly

SCPA Unique School Culture

SCPA offers a unique school culture that enables students to flourish as artists and scholars in a creative and nurturing environment. The SCPA is a home-away from home for its students, where they are surrounded by like-minded, motivated peers, and supportive faculty. Students receive opportunities to participate in a variety of artistic and traditional school sponsored activities, special events, clubs, and organizations. We are the village it takes to graduate a student, so they are ready to compete in their chosen pathways — enrolled in higher education, enlisted in the military, or employed in their dream careers. See Appendix F.

Note: This is “inspired/borrowed” from Orange County School of the Arts

DEI: Equity and Excellence in Education (Board Policy 2255)

Our students, staff, and stakeholders bring their personal backgrounds into our schools and the District is richer for it. Each of them has a legitimate expectation to have a barrier-free learning environment counteracting the contemporary and historical impact of bias, prejudice, and discrimination which, for generations, has produced a predictability of learning outcomes based on race, class, socioeconomic status, gender, ethnicity, sexual orientation, gender identity, cognitive/physical ability, diverse language fluency, and religion. See Appendix A.

SCPA Faculty and Staff Overview

In 2021, the faculty consists of 59 academic teachers, 27 full time & 8 part time arts teachers, 66 staff members, 4 full time administrators, an artistic director, an external relations officer, and a full-time My Tomorrow technology coordinator. Teachers are certified through the Ohio Department of Education and 11.5 teachers are Career-Technical Education certified. Seven teachers achieved National Board Certification and over 77% of faculty hold masters degrees. During the yearly CPS budget allocation, SCPA’s Local School Decision Making Committee (LSDMC) and Instructional Leadership Team (ILT) determine teacher staffing based on needs of programming. See Appendix G.

SCPA Funding

SCPA is funded through a public-private partnership where CPS provides approximately \$10.7 million annually (earmarked for benefits, salaries and operational costs for arts and academic school staff and faculty) while the SCPA Fund, an external fundraising 501c (3), has raised more than \$1,000,000 in grants and private money used to fund SCPA's rigorous arts curriculum and performance programming. We have ambitious programming plans as we are able to raise more money. See Appendix G.

COVID: Unprecedented Challenges and Opportunities

Cincinnati Public Schools created a detailed District Safety Plan due to COVID-19, to maintain a healthy environment for our students and staff. Health and safety protocols were implemented at every CPS school and office, and are based on guidance from the federal Centers for Disease Control and Prevention related to the COVID-19 pandemic.

The Safety Plan focuses on areas such as scheduling students for in-school and remote learning; behaviors to reduce the spread of COVID-19; staff training; and preparing for when someone gets sick. In addition, The School For Creative & Performing Arts implemented laptops or devices for every student, virtual classes in both arts and academics, and ACT Preparatory continued in a virtual manner. SCPA implemented an additional Literacy Tutor and Learning Center tutors. SCPA performances continued in a virtual manner. The SCPA faculty and staff worked proactively to ensure academic and artistic excellence along with implementing protocols to ensure the safety of all students, staff and faculty.

Cincinnati Public Schools Strategic Plan - A Roadmap to Destination

The Cincinnati Public Schools Strategic Plan, A Roadmap to Destination, is a roadmap to ensure that CPS is a District of Destination for students, families, staff, and partners. The CPS Strategic Plan will ensure that all CPS students are prepared for life through: 1) Academic Achievement, 2) Personal Well Being and 3) Career Readiness.

The SCPA Advancing Excellence Strategic Plan is consistent and in harmony with the CPS Strategic Plan.

<https://www.cps-k12.org/about-cps/strategic-plan>

CPS has established key outcome measures in each child's educational development; at critical stages, we expect all students to achieve these standards. At CPS and SCPA, we have a growth mindset, which means all of us are committed to creating a system of continuous improvement, implementing strategic interventions, and evaluating our achievement.

SCPA Key Outcome Measures (2018-2019 School Year)

	SCPA	SCPA 5 Year Goal
Third Grade Reading and Math Scores	69.3% Math 71.6% Reading	80% Math 80% Reading
Sixth Grade Reading and Math Scores	60.2% Math 75.8% Reading	80% Math 80% Reading
Algebra I and English 9 Scores	52.9% Alg 83.57% Eng 10	80% Alg I 90% Eng 10
ACT Scores	21.2	22.8
All Advanced Placement Exam Avg (14 exams)	2.6	3.0
High School Senior Class Graduation Rate	100%	100%

2015-2020 DeVos Institute Assessment

In February 2015, the DeVos Institute of Arts Management at the University of Maryland was contracted by the Cincinnati Public Schools Board of Directors to conduct an analysis in five areas of focus at SCPA:

- 1) Vision, 2) Communications – Internal and External, 3) Fundraising, 4) Financial Policy and Controls, 5) Organizational Structure. See Appendix H.

When the new SCPA Leadership Team took the helm in 2015 a five-year strategic plan was developed based on the DeVos study and published in 2016. The plan had three primary goals:

1. Righting the Ship: Focus on the 44 goals in the school’s Stabilization Plan based on the landmark Devos Study.
2. Rebuilding Bridges: Re-engage the school’s stakeholders and rebuild relationships throughout the community.
3. Raising the Bar: Support the school’s teachers, parents, students, and community arts organizations to raise the expectations around artistic and academic achievement.

Now in the fifth year of that Strategic plan, arguably excellent progress has been made against these goals.

SCPA Improvement Indicators

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Graduation Rate* *	99.1%	99.2%	99.1%	99.1%	100%
Artistic Diplomas	100%	99.1	99%	100%	100%
Career Tech Employability Skills Avg.	83.5%	80.3%	79.6%	85%	84.4%
Third Grade Reading Proficiency on OST	58.6%	78.8%	51.6%	71.6%	COVID/no rating
ACT Composite Scores	21.1	21.4	22.2	21.2	19.4
Fundraising - \$	\$212,188	\$405,929	\$762,757	\$748,000	\$852,560
Fundraising - # donors	38	230	344	663	840

* * Graduation Rates reflect State of Ohio reporting rates for student Cohorts that began in Grade 9.

100% Graduation Rate of SCPA Senior Class: 2016, 2017, 2018, 2019, 2020

For perspective CPS average graduation rate is 77% and State of Ohio graduation rate from 2016-2019 is 85%.

99.9% Receiving Artistic Diplomas: 2016, 2017, 2018, 2019, 2020.

On average, over 80% of students have gained certification in employable skills as tested on the Ohio Department of Education Career Tech Webexam: 2016, 2017, 2018, 2019, 2020.

90% of Students are accepted into College or a Post-Secondary Program.

In 2019, our graduates received over \$12 million in post graduate aid.

When a student graduates from SCPA they will have obtained a High School Diploma, an Artistic Diploma and Career Tech Certification, if eligible. When our students graduate, they are ready to compete globally in their chosen pathways — career, college, or military.

Making Choices for the Next 5 Years – Strategic Planning

It is now time to assess our current landscape and look at the next 5 years. We have defined goals and outcomes and will begin employing evidence-based strategies to work towards those objectives. We are committed to focusing our support on our most impactful programs and initiatives that are already engaging so many of our students. At the same time, we will invest in new ideas and programming intended to increase the long-term success of our students. Importantly, we will assess program viability to inform our overall programming decisions.

Our Strategic planning process is being led by Principal Michael Owens and consists of the school’s leadership team with input from a broad stakeholder group including CPS leadership, parents, students, teachers, alumni, volunteers, donors, SCPA Fund Board, and community thought leaders.

As part of this process, we are utilizing our research on other similar schools across the country as well as our fundraising assessment from Ignite Philanthropy. See Appendix J.

We discussed and clarified our strengths, weaknesses, opportunities, and threats (SWOT Analysis). We took a look at our future and articulated and evaluated opportunities to improve student achievement leveraging the uniqueness the SCPA plays within the CPS school system, our region and nationally. See Appendix I.

SCPA Organizational Goals

Goal One: Increase focus on Creative & Performing Arts programs and improve student artistic learning outcomes.

Goal Two: Improve student academic learning outcomes while maintaining our past five-year average graduation rate of 100%.

Goal Three: Attract and retain artistically talented and committed students.

Goal Four: Build and leverage professional arts organization partnerships.

Goal Five: Raise money for academic and artistic, enrichment and accelerated programs.

Strategic Plan Leadership Team

Michael D. Owens, *Principal and Alumnus*

Kimberly Brown, *Assistant Principal*

John Copenhaver, *Assistant Principal*

Angela Powell Walker, *Artistic Director and Alumnus*

Teresa Summe-Haas, *Head of Development/External Relations Officer*

Brett Stover, *Volunteer Advisor and Facilitator*

Goals and Plan Highlights

Goal One

Increase focus on Creative & Performing Arts programs and improve student artistic learning outcomes.

Overall Goal Owner: Angela Powell Walker, *Artistic Director*

1. Evaluation of artistic systems, teaching practices and assessment tools to improve overall student artist excellence (i.e boards, teaching best practices, student evaluation/intervention resources/tools).
Owner: Michael Owens, *Principal*
2. Increase from 80% to 90% of students achieving employability skills as tested on the **Ohio Department of Education Career Tech Webexam**. We will actively monitor progress and completion rates and publish a yearly report. See Appendix E.
Owner: Brad Gerard, *Technical Theater*
3. Utilize and leverage further our current twice a year student testing to monitor progress for **Career Tech Certification** students and interventions as needed. We will increase the amount of time we spend with each student providing coaching and feedback as needed after each test.
Owner: Admin member tbd., supported by *Career Tech Lead Teacher*
4. Encourage and more closely monitor the **professional development of our Creative and Performing Arts Faculty and Staff** so they are active and up to date in their field. This will be encouraged and monitored by the existing annual personnel evaluation program and we will link this to our Professional Artistic Partners and regional and national associations as appropriate. 100% of personnel will have a performance review each year and 85% will be deemed active in their field. This will be summarized into a one-page report for the Principal by July at the end of each school year.
Owner: Angela Powell Walker, *Artistic Director*.
5. Create an engaged **network of CPS Arts teachers** to encourage sharing of successes, sharing of resources and help artistically inclined and committed students to find the best fit school within CPS. This network will be focused on top “feeder schools” for the SCPA. Leader identified by October 2021 with group up and running by February 2022.
Owner: Angela Powell Walker, *Artistic Director*.
6. Proactively staff and manage our national recognition as an **Arts School Network Exemplary School**. This requires on-going active participation in this national group and proactively managing our application process which is due by January 2023. The goal is to again achieve recognition as an Arts School Network Exemplary School for another five years. See Appendix B.
Owner: Angela Powell Walker, *Artistic Director*. Supported by the Arts Department Chairs and a committee of teachers who will manage the application process for ASN.

Goals and Plan Highlights

Goal Two

Improve student academic learning outcomes while maintaining our past five-year average senior class graduation rate of 100% and issuing 100% Artistic Diplomas.

Overall Goal Owner: Michael Owens, *Principal*

1. Improve our Ohio School Report Card Grade by the 2025-2026 school from our current Grade C to a Grade A. By 2024 we would like to go from a Grade C to a Grade B. The focus will be on accelerating learning through using the newly adopted district curriculum, using data to deliver right on time intervention, hiring highly qualified staff, and creating a coaching and collaborative culture for continuous improvement. We will support teachers through professional development that builds and creates a learning culture of high expectations, rigor and the implementation of academic and arts integration. See Appendix D.
Owner: Michael Owens, *Principal*
2. Continue to raise our ACT school composite score by continuing our partnership with Torch Prep or other test prep services. We will focus our efforts on the College and Career Readiness Standards (CCRS) grades K-12. By 2024 we would like to increase our ACT composite score from our current 2020 composite of 19.4 to 22.8 by 2025
Owner: Kimberly Brown, *Assistant Principal*
3. Manage our **COGNIA/AdvancED Accreditation** process to ensure we continue with this distinction in time for the 5-year review. See Appendix C.
Owner: Michael Owens, *Principal*. Supported by Beth Morgan and Academic Chairs.
4. Creation of a **Systematic Intervention Plan** to service the academic and social emotional needs of students K-12. The focus will be on using data to support academic and social emotional growth during scheduled grade level and or department meetings. Use of district resources, teacher, student and staff collaborations, and outside partnerships will support our learners.
Owner: Administrative Team, PBIS Committee Members, Staff and Faculty.

Goals and Plan Highlights

Goal Three

Attract and retain artistically talented and committed students.

Overall Goal Owner: Angela Powell Walker, *Artistic Director*

1. Broaden our appeal and relevance by grouping our majors into three schools within the **SCPA: School of Performing Arts, School of Creative Arts, School of Media Arts**. As part of this we will add two new majors: **Musical Theatre**, and **Media Arts**

Owner: Angela Powell Walker, *Artistic Director*

School of Performing Arts	School of Creative Arts	School of Media Arts
<p><u>Majors</u> Musical Theatre Dance: <i>Ballet, Modern, Contemporary, Tap</i> Drama: <i>Acting Lab, Drama Ensemble, Thespians</i> Vocal Music: <i>Classical, Jazz, Contemporary</i> Instrumental Music: <i>Band, Orchestra, Harp, Guitar, Piano</i></p>	<p><u>Majors</u> Creative Writing Visual Art Technical Theatre - Costume Design <i>(Grade 7 - 12)</i></p>	<p><u>Majors</u> Technical Theatre <i>Scenic Design, Lighting Design, Sounds Design (Grade 7 - 12)</i> Media Arts <i>Script Writing for Film, Graphic Design, Digital Design Adobe Certification, Video Production and Editing</i></p>
<p>Connected Arts Partners Cincinnati Chamber Orchestra (I) Cincinnati Shakespeare Company (DR) Cincinnati Symphony Orchestra (I)(VM) Dayton Contemporary Dance (DA) Dance Theater of Harlem (DA) Ensemble Theater (DR)</p>	<p>Connected Arts Partners Arts Academy of Cincinnati (VA) Cincinnati Contemporary Arts Center Taft Museum of Art - Duncansen Artist Series (VA, DR,TT) University of Cincinnati's College of Design, Architecture, Art (VA)</p>	<p>Connected Arts Partners Cincinnati Opera (TT, VM) LPK Brand & Innovation Agency (Digital)</p>

Program to be designed and implemented: Musical Theater - by end of 2022-23 school year

Complete school of Media Arts - by end of 2025-26 school year

Abbreviations: DA - Dance, DR - Drama, I - Instrumental music, TT - Technical Theater, VA - Visual Arts, VM - Vocal Music

2. Create a **marketing and recruitment plan** to identify, attract and retain talented students into SCPA. Develop a three-year plan by December 2021 that identifies key dates, events, needed staffing and marketing materials.
Owner: Angela Powell Walker, supported by Recruitment Committee
3. Develop a **“K-12 Student Artistic Development Journey”** for each major to demonstrate the unique and robust experience a potential student will have at SCPA. Creation of Arts portfolios to support growth and development year to year.
Owner: Angela Powell Walker, supported by SCPA Artistic Teacher Committee

Goals and Plan Highlights

Goal Three - Continued

4. Create a 2-year rolling "**Milestone Event Calendar**" to create buzz and excitement about what is coming next at SCPA for potential and current students and to help identify collaborations with our Professional Artistic Partners. This will intricately link to the "K-12 Student Artistic Development Journey". A key enabler to effectively and efficiently market this is the development of integrated and consistent communication to all key internal and external target groups for 1) proactive engagement, 2) communication. Owner: Angela Powell Walker, supported by External Relations Officer, Main Stage Performing Arts, Artistic Arts & Academic Committee
5. Create a "**K-3 Student and Family Artistic Program**" for incoming students through the K-3 CPS Magnet school lottery process. The program will seek to develop an entry point analysis of student and parent interest, benchmarks and milestones per year, evaluation of teaching best practices for elementary arts programming, increased partnerships that support primary arts staff and students. Program developed in the 2021-2022 school year and launched at the beginning of the 2022-2023 school year. Owner: Angela Powell Walker, supported by K-6 Administrator, K-3 Lead Arts and Academic
6. Continue our 3rd to 4th grade "**Student and Family Coaching and Guidance Plan**" to help students transition into obtaining a major as they enter 4th grade. By 2024, we go from 94% of students declaring a major to 96% of students declaring a major as they enter 4th grade. Owner: Angela Powell Walker, supported by John Copenhaver

Goal Four

Build and leverage professional arts organization partnerships.

Overall Goal Owner: Angela Powell Walker, *Artistic Director*

1. Managing relationships with our top-tier **Professional Artistic Partners**. Deep collaborations with these organizations are critical to ensure a highly unique experience for our students and provide supplemental top talent teachers. By December 2023, all relationships will be formalized to support the artistic curriculum and student experiences at SCPA. Owner: Angela Powell Walker, *Artistic Director*
2. Continue and further build our **Career Tech post high school Education & Career Partners**. These important partnerships provide individual student mentoring and group advisory forums from "real life" professionals and higher education institutions. Our valued partners include: Stage Union Local 5, University of Cincinnati College Conservatory of Music (CCM), University of Cincinnati College of Design, Architecture Art and Planning (DAAP), Art Academy of Cincinnati, Central State University, Cincinnati State Technical and Community College, Northern Kentucky University, Bowling Green University, and Wright State University. Ensure each partnership has an assigned staff liaison. Owner: Brad Gerard, *Technical Theater*
3. Maintain and protect the vital **Mayerson Artistic Excellence Program**. Every year the Mayerson Artistic Excellence Program presents master classes, workshops, and clinics by some of the world's greatest artists, musicians, dancers, and writers across all art disciplines at SCPA. In addition, the Artistic Excellence Program supports year-long instruction for SCPA students by the resident artists of nationally recognized arts organizations. Owner: Angela Powell Walker, *Artistic Director*
<https://www.mayersonfoundation.org/programs/artistic-excellence-program>

Goals and Plan Highlights

Goal Five

Raise money for academic and artistic, enrichment and accelerated programs.

Overall Goal Owner: Teresa Summe-Haas, *Head of Development/External Relations Officer*

1. Secure resources to reach the **annual fundraising** goal, raising at least \$700,000 per year, to cover the artistic and academic gap. These resources will be obtained through annual appeal, events, and applied grants.
Owner: Teresa Summe-Haas and SCPA Fund Board
2. Develop and distribute an annual fundraising appeal to cultivate individuals, foundations and corporations to support annual fundraising efforts.
Owner: Teresa Summe-Haas and SCPA Fund Board
3. **Secure grants totaling \$150,000 annually.**
Owner: Teresa Summe-Haas and Grant Writer
4. Increase our community engagement through the **annual "FriendRaiser,"** not a Fundraiser, with an objective of engaging 10% of attendees as potential new donors to support SCPA within 12 months after the event.
Owner: Teresa Summe-Haas and SCPA Fund Board
5. Enhance the annual **Future of the Arts Gala** that nets \$50,000 profit. This event is conducted in collaboration with selected "Connected Arts Partners" and not only raises money but also helps bolster SCPA's reputation and provides a significant collaboration opportunity for our students.
Owner: Teresa Summe-Haas and SCPA Fund Board
6. Build the highly successful and important **Bergman/Schear FriendRaiser & FundRaiser Concert** that nets over \$50,000 profit.
Owner: Teresa Summe-Haas and SCPA Fund Board
7. Host an **"SCPA 50th Anniversary Celebration"** and conduct a highly targeted **"50th Anniversary Campaign, 50 asks for the 50th"**.
Owner: Teresa Summe-Haas, Michael D. Owens, Angela Powell Walker, and SCPA Fund Board
8. Build the \$2 Million Investment Fund with a goal of maximizing compounded growth. To-date, no draws have been taken on the Investment Fund.
9. Explore how to utilize our parking lot for sustainable and profitable revenue. Study completed by August 2024.
Owner: Teresa Summe-Haas, Angela Powell Walker and SCPA Fund Board
10. Conduct a **5 to 10-year facility maintenance and improvement study** to identify major needs completed by July 2023.
Owner: Building Engineer. Supported by CPS Facilities Manager, SCPA Facilities Manager, and Artistic Director

Appendix A: Equity and Excellence in Education

CPS Board Policy 2255



Our students, staff and stakeholders bring their personal backgrounds into our schools and the District is richer for it. Each of them has a legitimate expectation to have a barrier-free learning environment counteracting the contemporary and historical impact of bias, prejudice and discrimination which for generations has produced a predictability of learning outcomes based on race, class, socioeconomics, gender, ethnicity, sex, sexual orientation, gender identity or expression, cognitive/physical ability, diverse language fluency, and religion.

It is the obligation of the District to embrace the diversity within our District while actively eliminating practices that perpetuate the disparities among our students so that all students have the opportunity to benefit equally. These disparities are unacceptable and are directly at odds with the Board's Vision that Cincinnati Public Schools "is a community that ensures equitable access to a world class education unleashing the potential of every student."

In order to secure this vision, the District will focus on the individual and unique needs of each student. Therefore, the Board established the following course of action:

- Foster the universal values as expressed and adopted in Board Resolution – Adopting Working Definitions for Diversity, Equity, Inclusion and Excellence in Education so that these values are shared across the District by a wide range of students, staff and stakeholders who are committed to act on these values without bias, prejudice, or discrimination.
- Commit to ensuring that fairness, equity and inclusion are essential principles of our school system fully integrating these principles into all of our policies, programs, operations and practices.
- Adopt a teaching and learning culture that includes high expectations of students and staff, varied teaching and learning styles, and individualized as well as systemic supports for teachers and students.
- Create multiple learning pathways that widen access to educational opportunities and lifelong success.
- Provide high quality, culturally relevant and responsive curricula for all students and teachers regardless of learning sites.
- Eliminate District policies, structures, and practices that perpetuate inequities and contribute to disproportionality of access and outcomes.
- Identify, develop and apply best instructional practices that have demonstrably made a positive difference for students and groups of students in order to reduce prevalent and persistent learning outcome gaps.
- Allocate annually the District's many financial, capital and human resources equitably.
- Facilitate equitable access to co-curricular and extra-curricular activities, social services, tutoring, and enrichment opportunities.
- Engage, include and collaborate with our families, students, residents, communities, and stakeholders as this Board recognizes that their active involvement is essential to the Board's own responsibility for effective and equitable governance.

To that end, the Board holds itself and all District and school site decision makers, faculty, support staff and participants accountable for building a District-wide culture of equity.

The Board directs the Superintendent and Treasurer together to develop a plan with clear and measurable accountability standards and procedures that can be assessed and reported transparently to the public. The Cincinnati Public Schools Equity Plan will be submitted annually to the Board for approval and its subsequent implementation by all departments and school sites will be reviewed by the Board at least semi-annually.

Appendix B: Artistic National Recognition: Arts School Network

In 2018, the School For Creative & Performing Arts earned national recognition as an Arts School Network Exemplary School. Founded in 1981, the Arts Schools Network is a group of arts leaders from K-12 arts schools, universities, colleges and thought partners from across the country who are joined together in pursuit to be valuable contributors in the arts learning ecosystem. SCPA is a founding member.

The designation is national recognition of our commitment to artistic education excellence. It helps us continually raise the artistic quality, profile, and success of the students we serve. The application process provides a framework for comprehensive review including our purpose, operations, plans, and educational programs. The process and feedback help us in planning for improvement and determining the technical and tactical resources needed. Designations last for five years. Our next application is due 2023.

SCPA Leader: Angela Powell Walker, *Artistic Director*

<https://www.artsschoolsnetwork.org/exemplary-school>

Appendix C: Academic National Accreditation: COGNIA/AdvancED School

In April 2015, the School For Creative & Performing Arts earned the distinction of accreditation for a five-year term from COGNIA/AdvancED. COGNIA/AdvancED is used across Cincinnati Public Schools for accreditation and helps guide our continual pursuit of excellence. The accreditation process is based on a set of rigorous research-based standards and evidence-based criteria. The accreditation process examines the whole institution –its policies, programs, practices, learning conditions, and cultural context to determine how well the parts work together to carry out the institution’s vision and meet the needs of every learner. Accreditation is not about passing a one-time inspection. Rather, accreditation recognizes education providers that demonstrate and sustain their commitments to continuous improvement and better learner outcomes.

SCPA Leader: Michael Owens, *Principal*

<https://www.cognia.org/>

Appendix D: Mandated Ohio School Report Card Success Measures

Critical success measures for SCPA and the entire CPS school district are mandated by the Ohio School Report Card issued by the Ohio Department of Education. In this report card, SCPA receives grades on six broad categories in critical areas that determine student success:

Achievement: This component represents whether student performance on state tests met established thresholds and how well students performed on tests overall.

Progress: This component looks closely at the growth all students are making based on their past performances.

Gap Closing: This component shows how well schools are improving or meeting the performance expectations for all students in English language arts, math graduation and English language proficiency.

Graduation Rate: This component shows the percent of students who are successfully finishing high school with a diploma in four or five years.

Improving at-risk K-3 Readers: This component looks at how successful schools are at improving reading for at-risk students in grades K-3.

Prepared for Success: This component looks at how well-prepared Ohio’s students are for future opportunities, whether training in a technical field or preparing for work or college.

SCPA Leader: Michael Owens, *Principal*

<https://reportcard.education.ohio.gov>

Appendix E: State of Ohio Career Technical Education (CTE)

Career Technical Education (CTE) provides students of all ages with the academic and technical skills, knowledge, and training necessary to succeed in future careers and to become lifelong learners. The Common Career Technical Core (CCTC) is a state-led initiative to establish a set of rigorous, high quality standards for Career Technical Education. The standards have been informed by state and industry standards and developed by a diverse group of teachers, business and industry experts, administrators, and researchers. The CCTC includes a set of standards for each of the 16 Career Clusters and their corresponding Career Pathways that define what students should know and be able to do after completing instruction in a program of study. The CCTC also includes an overarching set of Career Ready Practices that apply to all programs of study. The Career Ready Practices include 12 statements that address the knowledge, skills and dispositions that are important to becoming career ready.

The following arts majors are CTE programs within SCPA: Creative Writing, Dance, Drama, Technical Theater, Costuming, Lighting Design, Scenic Design, and Visual Art.

SCPA Leader: Brad Gerard, *Technical Theater*

www.ohiohighered.org/students/find-a-career/career-technical-professional-and-vocational-schools

Appendix F: Positive School Culture & Code of Conduct

The Cincinnati Public School Board-adopted Student Support Guide Code of Conduct. **SCPA embraces this Code of Conduct framework.** This guide is designed to help families, students, teachers, partners, volunteers, and neighbors understand how we can work together to build safe, successful, and supportive schools that encourage personal responsibility and positive relationships.

Purpose of Positive School Culture Strategies

- To create an environment where teaching and learning can prosper
- To promote character development to enable students to make meaningful contributions to the community
- To provide an alternative to suspension and expulsion
- To involve families and the community in creating safe and effective learning environments
- To address the needs of students with behavior problem

The building blocks of the Positive School Culture Plan are Positive Behavior Interventions and Supports (PBIS), a data-driven, prevention-focused approach for meeting the behavioral needs of all students. This PBIS framework is part of CPS' tiers of interventions, a proven step-by-step process that uses both prevention and intervention techniques to meet the needs of the whole child.

A school practicing Positive School Culture can be recognized by the mutual respect shown among all staff and students, aimed at creating a school that maximizes learning and minimizes problem behavior

SCPA Leaders: John Copenhagen and Kimberly Brown, *Assistant Principals*

https://www.cps-k12.org/sites/www.cps-k12.org/files/pdfs/FINAL_Code-of-Conduct_2020-21.pdf

Appendix G: Critical SCPA Organizations and Resources

Local School Decision Making Committee (LSDMC): The Local School Decision Making Committee (LSDMC) is the primary governing body for each school in Cincinnati Public Schools. This important committee gives insight and input into important decisions that impact students' lives and shape their educational experiences. CPS Board policy governs LSDMC membership and gives proportional representation to all stakeholder groups. Membership is comprised of 1) three parents who are not employed by the district selected by the parent group, 2) three SCPA Fund board members, 3) three licensed members selected by the Cincinnati Federation of Teachers, 4) three non-teaching staff including the principal, with the other two selected by their union representatives.

Appendix G: Continued

LSDMC functions include:

- Adopting bylaws, including the school's mission and vision
- Setting measurable school goals, based on a need's assessment
- Completing a midyear and end-of-year goal progress report
- Making recommendations and approving the school's budget
- Participating in the selection of a principal when a vacancy exists
- Approving locally initiated changes in the school's program or focus
- Making recommendations to the principal regarding other school issues
- Coordinating and overseeing the development of the school as a Community Learning Center

Instructional Leadership Team (ILT) – The Instructional Leadership Team is a team formed by SCPA designed to share instructional leadership decisions to improve student achievement. The ILT is composed mostly of educators at the school, but it also includes two non-teaching staff and two parent representatives selected by parent members of the school's Local School Decision Making Committee (LSDMC). The ILT makes budget recommendations, which then need LSDMC approval to occur.

Parent Teach Student Organization (PTSO) - The PTSO provides support for the SCPA and a voice for our community as a Parent Teacher Student Organization. They work to develop a deeper connection between school and home for our families by providing timely communications and social engagements to welcome and encourage parental involvement while improving the overall educational environment of SCPA for students, teachers, and families through volunteer and financial support.

National Alumni Board – The National Alumni Association's mission is to strengthen connections among and between the School's alumni, current students, faculty, and staff; to provide valued services. This organized body of more than 4,000 SCPA alumni are committed to providing ongoing financial and mentoring resources, maintaining the legacy of SCPA, and developing lasting relationships with alumni and SCPA community partners. In 2018 The SCPA Fund held a joint fundraiser with the Alumni Association that provided approximately \$45,000 funding into this organization.

The SCPA Fund – The SCPA Fund is a non-profit organization created to support the mission of academic and artistic excellence at the School For Creative & Performing Arts. Ongoing financial support is critical to maintaining the superior quality of SCPA's artistic programs. The SCPA Fund provides between \$500,000 and \$1,000,000 annually to enable and enhance SCPA activities.

Counseling Resources – Our four full-time School Counselors work with students to address academic, social, and emotional issues. This may be in the form of supporting students through relationship building, individual or group counseling, or referral to our Children's Home Therapists or outside agencies. We support students and teachers to ensure academic success of our students. Counselors at SCPA focus on College and Career Readiness which includes the college application process, curriculum choices in scheduling courses, meeting graduation requirements, and college awareness and access.

Community Learning Center/Elementz – A Premier Hip Hop Cultural Art Center founded in 2002 as a direct response to the killing of Timothy Thomas, and the social unrest in Over-The-Rhine that followed. Elementz gives voice to young people in the urban core and encourages positive change in the community through civic engagement. In addition, Elementz works intentionally to preserve, protect and advance hip hop art culture and a global economic and creative force while helping young people prepare for the creative work force by providing academic and social-emotional support, as well as exposure to generate opportunities for future success. Elementz will serve as our community learning center lead agency.

Appendix H: Staffing: 2015 DeVos Report

One of the most important recommendation from the 2015 DeVos Study was regarding staffing:

2015 Devos Report Key Recommendations: *“In relation to other leading arts schools nationwide, SCPA is notably understaffed in the areas of executive oversight, development/fundraising, marketing/outreach, and senior finance. While additional positions may be called for at a later date, the DeVos report prioritizes the immediate addition of four positions: Executive Director, External Relations Officer, Senior Financial Officer, and a part time grant writer. These positions account for the size and scope of SCPA offerings, the unique fundraising and marketing responsibilities as an arts school, and bring SCPA to a minimally-acceptable standard in comparison with other leading arts schools nationwide.”*

2015 – 2021 History of Positions identified by the DeVos Report

Position	2015	2016	2017	2018	2019	2020	2021	Paid for by:
Executive Director	July Funded by CPS and SCPA Fund \$25,000	Funded by CPS and SCPA Fund \$25,000	Funded by CPS and SCPA Fund \$25,000	Funded by CPS and SCPA Fund \$25,000	Funded by CPS and SCPA Fund \$25,000 (resigned Dec.)	Eliminated	Eliminated	CPS and SCPA Fund stipend
External Relations Officer	September Funded by CPS	Funded by CPS	Funded by CPS	Funded by CPS	Funded by CPS	Funded by CPS	Funded by CPS	CPS
Development Assistant	None	None	None	None	Funded by SCPA Fund November \$8,000	Funded by SCPA Fund \$50,000	Funded by SCPA Fund \$51,000	SCPA Fund
Senior Financial Officer	Funded by SCPA Fund (part time) \$10,000	Funded by SCPA Fund (part time) \$10,000	Funded by SCPA Fund (part time) \$10,000	Funded by SCPA Fund \$115,000	Funded by SCPA Fund - 2 Financial Officers \$115,000 & \$30,000	Funded by SCPA Fund Outsourced \$70,000	Funded by SCPA Fund Outsourced \$70,000	SCPA Fund
Grant Writer (part time)	None	None	Funded by SCPA Fund Outsourced \$45,000	Funded by SCPA Fund Outsourced \$45,000	Funded by SCPA Fund Outsourced \$15,000	Funded by CPS March to July Funded by SCPA Fund August to June \$40,000/yr	SCPA Fund thru June 2021	CPS and SCPA Fund
College and Career Coordinator	None	None	None	None	Funded by SCPA Fund \$30,000	Funded by SCPA Fund \$30,000	Funded by SCPA Fund \$30,000	SCPA Fund

Appendix I: Leadership Team SWOT Analysis

A SWOT analysis was conducted by the SCPA Leadership team in September 2020. The analysis is a powerful tool often used in Strategic Planning to help organizations develop a full awareness of all the factors involved in making a business decision and looking at what is within our control and what is not. Our conclusions were prioritized and the implications are incorporated into our Strategic Plan.

The Critical Questions

Strengths

- What do we do well?
- What unique resources can we draw on?
- What do others see as our strengths

Weaknesses

- What could we improve?
- Where do we have fewer resources than required?
- What are others likely to see as our weaknesses?

Opportunities

- What opportunities are open to us?
- What trends should we be taking advantage of?
- How can we turn our strengths into opportunities?

Threats

- What threats could harm us?
- What are our “competitors” doing - i.e. schools we admire?
- What threats do our weaknesses expose to us?

Summary

Student Recruitment:

- The CPS Magnet school lottery system (a given) makes it difficult to assess student artist interest, fit and commitment.
- There is a lack of a full comprehensive evaluation of new students auditioning across artistic, academic, social, and emotional wellness.
- SCPA is unable to remove students with no major from the 4-6 band.
- As we have stabilized the SCPA, we have focused evenly on Academic and Artistic. Now that we are stabilized academically, we need both top tier artistic and committed student talent in addition to strong academics. We need to dig in deep and be unique – we are the School For Creative & Performing Arts. Otherwise, we look like a top-notch CPS school but without a unique point of differentiation.

Leverage our Strengths and Focus

- Leverage our academic success
- Leverage and increase our artistic capabilities and success
- Laser focus on what are great at doing
- Do not add. Do not Dilute. Focus.

Clear and Consistent Communication

- We need to tighten our communication so that is a single message that is integrated across all audiences and communication vehicles to achieve: 1) clarity of message, 2) identity and 3) pride.

We Need Money

- We have a significant gap between what CPS provides and what is a minimum requirement to run a high-cost education model.
- Our costs are driven by the significant number of programs and the extremely high student/teacher ratio inherent in high quality arts education.
- We aspire to be greater, but this requires more privately raised money. We must continually increase our donor base and dollars received.

Appendix J: SCPA Leaders and Supporters

Cincinnati Public Schools Board of Education (2020-2021)

- Carolyn Jones, *President*
- Ryan Messer, *Vice President*
- Melanie Bates, *Member*
- Eve Bolton, *Member*
- Pamela Bowers, *Member*
- Ben Lindy, *Member*
- Mike Moroski, *Member*

CPS and SCPA Leadership Team

- Tianay Amat, *CPS Interim Superintendent*
- Shauna Murphy, *CPS Assistant Superintendent*
- Michael D. Owens, *Principal and Alumnus*
- Kimberly Brown, *Assistant Principal*
- John Copenhaver, *Assistant Principal*
- Angela Powell Walker, *Artistic Director and Alumnus*
- Teresa Summe-Haas, *Head of Development/ External Relations Officer*

Students

- Sara Reynolds - 2021
- Trinity Gibson - 2023
- Keith Geer - 2021
- Anthony DeGreen - 2021
- Arielle Miller - 2024

Recent Alumni

- Jalaysia Bell - 2020
- Reed Gnepper - 2019
- Sam Kern - 2019
- Camryn Morrow - 2019

Local School Decision Making Committee (LSDMC)

- Kristi Stanichar, *Chair and SCPA Parent*
- Holly Brians Ragusa, *SCPA Fund Board*
- Colby Chapman, *SCPA Fund Board*
- Shannon Roush, *SCPA Fund Board*
- Keith DeGreen, *SCPA Parent*
- Lisa Piening-Miller, *SCPA Parent*
- Sheila Booker, *SCPA Teacher*
- Allie Buchannan, *SCPA Teacher*
- Jeff New, *SCPA Teacher*
- Tina Calhoun, *Non-teaching Staff*
- Deb Ranson, *Non-teaching Staff*
- Michael Owens, *Principal and Alumnus*
- John Copenhaver, *Assistant Principal*
- Kimberly Brown, *Assistant Principal*
- Angela Powell Walker, *Artistic Director and Alumnus*
- Teresa Summe-Haas, *Head of Development/External Relations Officer*

Appendix J: SCPA Leaders and Supporters

Instructional Leadership Team (2020-2021)

- Michael D. Owens, *Principal Co-Chair*
- Jane Simon, *SCPA Teacher, Co-Chair*
- John Copenhaver, *Assistant Principal*
- Kimberly Brown, *Assistant Principal*
- Angela Powell Walker, *Artistic Director*
- William Norman, *SCPA Teacher*
- Molly Hamilton, *SCPA Teacher*
- Beth Morgan, *SCPA Teacher*
- Brynn Thomas, *SCPA Teacher*
- Richard Hand, *SCPA Teacher*
- Deborah Moraga, *SCPA Teacher*
- Joseph Ciani, *SCPA Teacher*
- Sheila Booker, *SCPA Teacher*
- Melanie Hart, *SCPA Teacher*
- Sara Swinehart, *SCPA Teacher*
- Alice Young, *SCPA Teacher*
- Brian Siekmann, *SCPA Teacher*
- Ann Marie Pirchner, *SCPA Teacher*
- Stacy Kloth, *SCPA Teacher*
- Karla Ziesmann, *SCPA Teacher*
- Susan Underwood, *SCPA Teacher*
- Ryan Mooney-Bullock, *Parent Representative*
- Kimberly Lundgren, *Parent Representative*

Parent Teacher Student Organization (PTSO) (2020-2021)

- Traci Gibson, *President*
- Jen White, *Vice President*
- Patty Klein, *Vice President*
- Annette Russ, *Co-Treasurer*
- Patricia Luna, *Co-Treasurer*
- Julie Reynolds, *Communication Director*
- Melinda Shackelford, *Volunteer Director*
- Christine Carey Steele, *Secretary*
- Melissa Carlson, *SCPA Fund Development Assistant*

Arts Partners

- Chris Milligan, *Executive Director, Cincinnati Opera*
- Jonathon Martin, *President, Cincinnati Symphony Orchestra*
- Jeff Siebert, *Director, Artistic Excellence Fund, Mayerson Foundation*

School Leadership Team and Strategic Plan Advisors

SCPA Alumni Board (2020-2021)

- Tomica Chitterson, *President*
- Joshua Trotter, *Immediate Past President*
- Dana Bradley, *Vice President*
- Mark Hein, *Secretary*
- Vicka Bell, *Treasurer*
- Michele L. Battle
- Dennis Andrew Betz
- Pamela Regina Bradshaw
- Catreece Cannon
- William T. Chaney, Jr
- Neatra Lockett-Foreman
- William T. Chaney, Jr
- Rannie McCants
- Allison McElfresh
- Aaron Zlatkin
- Will Hammelrath, *Past President*

SCPA Fund Board (2020-2021)

- Otto M. Budig, Jr., *Chairman/Budco Group, Chair*
- Colby Chapman, *Owner/Sweet Pea Pilates, Vice-Chair*
- Jennifer Damiano, *VP/Wealth Management, PNC Bank, Treasurer*
- Rick Wayne, *Shareholder/Attorney-Strauss Troy, Secretary*
- Larry Bergman, *Principal/CEO, NAI Global*
- Holly Brians Ragusa, *Writer*
- Tim Cagle, *Retired, Community Volunteer*
- Adam Koehler, *Owner/Reversed Out and Alumnus*
- Nolan Marx, *Executive/Franklin Covey*
- John O'Connor, *Private Investor*
- Joshua Reid, *CEO and Founder/Inphlu*
- Shannon Roush, *Principal/Kent Bradley Roush Architects*
- Neal Schear, *CPA, Schear and Schear CPAs*
- Murray Sinclair, Jr., *President & CEO/RSA Investments*
- Brett Stover, *Retired, Community Volunteer*



Thank you to the Ohio Arts Council for supporting the School For Creative & Performing Arts Strategic Plan.