

STRATEGIC PLAN FOR PERFORMING ARTS

PURPOSE

Present a rich array of culturally diverse performing arts programming for Johnston County and the east central North Carolina corridor in order to educate, enlighten, enrich and entertain citizens and patrons of all ages, while providing leadership and support to advance cultural/performing arts and nourish appreciation for various art forms in the community.

THEME

. . . educating, enlightening, enriching and entertaining diverse audiences through a rich array of performing arts programming.

VISION

Become the recognized cultural hub and authority for Johnston County and the surrounding region for cultural enrichment through performing arts, while being widely renown for excellence in creative programming, education, collaboration, responsiveness and leadership development of the arts, and as a center for professional and emerging talent.

MISSION

Preamble

Johnston Community College, and truly Johnston County and the east central North Carolina corridor, are blessed to have the Paul A. Johnston Auditorium to showcase the performing arts through an abundance of musical and other artistic performances. With this extraordinary capital resource on campus, the College strives to be a community leader in promoting cultural and artistic awareness and appreciation through concerts, showcase performances, artistic series, special events, community engagements, facility rentals and educational programs.

Though Performing Arts as an auxiliary enterprise, the College enriches lives and demonstrates its commitment to holistic education and community development, while broadening the artistic talents available in the region and stimulating economic development and tourism growth. The College seeks to weave various recurring performance series, including the On Stage Concert Series and the Country Music Showcase, with an expanding Community Engagement Series into an artistic convergence, while providing an abundance of opportunities to explore the arts with complementary educational programming.

The College envisions Performing Arts as a cultural focus not a physical plant, and embraces the Auditorium as a community and county-wide asset not a geographic location or a structural venue. Accordingly, the College seeks to reach a balance between holding performances fully responsive to the musical and entertainment desires and references of patrons and the larger community, and offering performances that demonstrate the broader diversity of artistic programming and that stretch the musical awareness and appreciation of audiences young and old.

Through Performing Arts, the College seeks to:

Community-Based College: Reflect the Mission of Johnston Community College as a community-based institution striving to be a caring and committed provider of educational services to the community and region, and as a center for educational excellence and economic development;

Diversity: Serve culturally and ethnically diverse audiences with a varied array of outstanding national, local and emerging talent performances, while inspiring audiences to engage and appreciate familiar and unfamiliar variations of contemporary, traditional and classical programming;

Collaboration: Collaborate with arts agencies, other performance venues, school systems and colleges/universities to assure innovation and creativity between and among the diverse players in bringing art and artistic expression to the public;

Artistic Expression: Enhance the cultural milieu of the east central corridor of North Carolina, while affirming that the College is a regional attraction and destination site and is uniquely positioned to impart the qualities of artistic creativity and expression that contribute to development of the whole person and understanding of the human spirit;

Growth and Vitality: Foster the importance of the performing arts for community development and for the economic growth and vitality of the region, particularly to enhance the quality of life and attract corporate, convention and visitor commerce;

Seasoned and Emerging Artists: Provide an inspiring venue and support facilities for professional, seasoned and emerging artists and company performances, as a cultural arts and arts education destination for Johnston County residents and the surrounding region;

Cultural Legacy: Respect the attitudes and values of the community, region and State and of the region's history and cultural legacy as reflected in music, fine arts and other forms of creative programming and artistic expression;

Arts in Education: Advocate furtherance of the arts in educational planning, programming and instruction of the College and for other County educational systems, public agencies and community developments; and

Fiscal Responsibility: Assure fiscal accountability and cost-effectiveness for all programming, while balancing the need for recovery of expenses and revenue generation, with price affordability and public access, and while enabling expanded series opportunities through sponsorships, grants, cooperative ventures, patron investments, private gift support and innovative management strategies.

STRATEGIC DIRECTIONS/GOALS

1. Performing/Cultural Arts Center Planning

Strategic Direction

Develop program and architectural plans to build an integrated performance, conferencing and meeting space as a Performing/Cultural Arts Center, in conjunction with the creation of the new College Library/Student Life Center and significant remodeling of the current Library space, and to include a small auditorium/conference hall, meeting rooms, banquet/dining hall, rehearsal spaces, outdoor reception and other flexible and multi-use spaces to accommodate greater community involvement, conferencing rentals and convention growth.

Goals

1. Develop the program concept paper for presentation to the architect to develop special configuration and cost estimates.
2. Develop an architectural configuration for a Performing/Cultural Arts Center.
3. Present revised program concept plan and program/architectural plans for approvals.
4. Present program concept plan/architectural configuration to County Board of Commissioners.
5. Present program concept plan/architectural configuration to local State delegation, Chamber of Commerce, Economic Development Council and Convention and Visitors Bureau for support.
6. Include proposal in next Bond referendum and for College's Long Range Plan.

2. Physical Plant Enhancements

Strategic Direction

Enhance the current physical space devoted to Performing Arts by making notable space and facility improvements in the Auditorium and support spaces, as based upon an architect's design and configuration, and to serve Performing Arts for an estimated 5-7 years or until the new Performing/Cultural Arts Center is designed and constructed.

Goals

1. Receive architectural plans for remodeling/refinement of current Auditorium and support spaces.
2. Replace reception/lobby carpet and lobby seating.
3. Replace entrance/external bench seating.
4. Replace doors/units in bathrooms.
5. Replace/refine components of lighting system as required.
6. Install stairway banisters.
7. Install major projection screen(s).
8. Install College signage within and external to Auditorium.
9. Complete remainder of enhancements from the architectural plans.

3. Patron Research and Analysis Systems

Strategic Direction

Design and conduct research regarding the interests and desires for new and returning performance series, programming and other shows; determine ongoing system for ascertaining community needs and desires for programming to ensure a balanced offering and schedule.

Goals

1. Develop ongoing inventory of regional resources and venues for performance/visual arts programming.
2. Conduct ongoing research to determine new shows to offer and series to propose.
3. Conduct ongoing research to identify emerging interests for varied arts programs for Johnston County.
4. Use survey marketing to gauge patron/community/regional interests.
5. Research the current and future competition venues for offerings, pricing, schedule and respective niches.
6. Design and implement ongoing patron feedback system.
7. Determine the niche for JCC versus the other six North Carolina community colleges with large venues, as well as potentials for collaboration.
8. Revisit the Self-Study report to reaffirm all recommendations and develop an action plan.

4. Organizational Development of the Arts

Strategic Direction

Create ongoing partnerships with other cultural and performing arts venues and public events along the US 70/I-95 corridors, and provide advisory organizational development on matters pertinent to expansion of the arts, while examining trends, identifying model programming and making recommendations on County policies and programs.

Goals

1. Create a county-wide clearinghouse for performing arts programs, calendars, talents and contacts.
2. Develop shared promotional/marketing programs with other venues.
3. Explore greater integration of visual/performing arts offerings at the College and within the community.
4. Create an Arts Integration Committee to explore opportunities for greater integration of arts within the County/region.
5. Create website listings and e-commerce access to promote local artists and venues.
6. Identify and provide organizational services to selected arts organizations in Johnston County.
7. Provide venue management and service training programs and other organizations.
8. Provide ticketing, marketing, education and staff training for other organizations.
9. Create an incubator or emerging arts organization in the region.

5. Community Development Partnerships

Strategic Direction

Create partnerships with other community, economic, convention and visitor attractions and community/economic development organizations, as well as with university/colleges and community colleges, along the US 70 and I-95 corridors.

Goals

1. Create partnerships and consortia for economic, cultural and other growth sources.
2. Identify public sources of cultural arts programming in the region.
3. Propose relationship with the Chamber of Commerce.
4. Propose relationship with the Convention/Visitors Bureau.
5. Propose relationship with the Economic Development Council.
6. Propose partnerships with area restaurants.
7. Propose a consortium of regional community colleges to cooperate in programming and marketing.

6. Curriculum Integration

Strategic Direction

Develop and implement plans for curriculum integration with the Cultural/Performing Arts including program/course offerings in Arts Management, Theatre, Graphic Arts, Fine Arts and General Education.

Goals

1. Develop an Arts Management Certificate program with a career emphasis.
2. Develop a Non-Profit Organization Management curriculum and continuing education opportunities.
3. Develop continuing education offerings for currently employed arts professionals and for volunteers.
4. Develop arts management internship opportunities in Performing Arts.
5. Create an educational philosophy to integrate all cultural, fine and applied arts at the College.
6. Create a General Education requirement/standard respecting exposure to the cultural/performing arts.
7. Expand the College's music curriculum program.
8. Incorporate a Theatre curriculum program.
9. Develop a degree configuration to incorporate a five-year curriculum development plan.
10. Seek grant support for a resident performing artist

7. Community Engagement Series – Youth and Families

Strategic Direction

Develop a privately/publicly funded Community Engagement Series for children and families that includes diverse family-oriented and school classroom programs to enhance youth enjoyment, develop creative expression and embrace the arts as an integral part of family and community development, and as distinct from the self-supporting On Stage Concert and County Music Showcase series.

Goals

1. Develop and fund an Arts in Education Series for Youth and Family.
2. Develop a grant-funded program to transport youth from rural high schools outside Johnston County to experience one or more performances/programs on campus.

3. Cooperate with the county school system to create cultural/performing arts programs by the College to complement educational initiatives in the schools.
4. Develop a family-friendly, weekend matinee series directed at pre-school children, families and grandparents.
5. Provide a performing arts workshop program to engage youth in cultural arts activities.
6. Provide teacher development workshops and hands-on experiences for area/regional cultural arts school personnel.
7. Provide weekend series of family programming in the fall/winter.

8. Community Engagement Series – Signature Arts Series

Strategic Direction

Develop a privately/publicly funded and specialized Community Engagement Series for Signature Arts directed at showcasing regional talent in classical, theatre, jazz, Southern heritage, community festivals, protégé recitals and various county/regional musical competitions, and as distinct from the self-supporting On Stage Concert and County Music Showcase series.

Goals

1. Provide community theatre programming on and off-campus.
2. Provide community festival programming on campus.
3. Provide community dance programming on campus.
4. Provide a distinguished lecture series programming on campus.
5. Provide a high school music recital and competition series.
6. Provide a signature symphony/pops/classical/opera musical concert series

9. Affirmation of a Performing Arts Advisory Board

Strategic Directions

Revise the current Auditorium/On Stage Series Board of Advisors to become a “Performing Arts Advisory Board” with a designated role/responsibility to strengthen the relationship between Cultural/Performing Arts at the College and within the community through a range of activities and initiatives in support of the full spectrum of programming and mission and exchange forum of information about arts education.

Goals

1. Present the proposed role/relationship of the new Advisory Board and revisions to current Bylaws to the Board of Trustees for approval.
2. Affirm appointments of all members by the Board of Trustees to the (revised) Advisory Board.
3. Appoint members on the Advisory Board to reflect a wide variety of perspectives and activities in arts, and representation of strategic partners.
4. Set forth accountability measures for the work of the Advisory Board.
5. Set forth annual goals for the Advisory Board consistent with the affirmed role/responsibility.
6. Enlarge the base of financial support and advocacy, particularly through corporate sponsorships of ongoing and new performance series as promoted by the Advisory Board.
7. Clarify the role of the Advisory Board in generating gift support and in harmony with the College Foundation.

10. Resource Development/Fund Alternatives

Strategic Direction

Increase funding and available financial resources through greater corporate and private sponsorship and entrepreneurial initiatives and as well as significant gift support through the College Foundation, and through grants, student activity fees, community/charitable foundations, direct solicitations/appeals and formal marketing strategies.

Goals

1. Increase County support funding for Cultural/Performing Arts at the College through the County Commissioners.
2. Increase private gift support in partnership with the College Foundation.
3. Create Cultural/Performing Arts funds to respond to areas of needed financial support and private gift investment.
4. Petition the Student Government Association for directing a portion of Student Activities Fee to fund Cultural/Performing Arts at the College and for student benefit.
5. Create a Performing Arts Endowment Fund for future capital and programming expansion.
6. Initiate cooperative gift support programs with the College Foundation as annual donations, endowments, memorials/tributes and planned giving.
7. Identify and solicit corporate sponsorships of programs/concerts and recurring/new series.
8. Identify and solicit benefactor sponsorship of programs/concerts and recurring/new series.
9. Present a revised policy to the Board of Trustees for outsourcing alcoholic beverage service for selected performances and rentals, and to generate significant revenues.
10. Develop a consolidated, expanded and integrated marketing plan – including graphic image, annual advertising, concert programs/inserts, electronic communications – for all Performing Arts series.
11. Develop a strategic marketing plan to appeal to audiences/donors in Clayton s well as in Garner and other surrounding communities outside Raleigh.
12. Develop signage throughout the County/region to promote the Performing Arts and the positioning of the College.
13. Redesign the website to incorporate a separate link for the Cultural/Performing Arts at the College and to integrate various electronic communications.
14. Increase facility rental revenues through expanded programming and services.
15. Revisit and affirm the facility rental partnership with the school districts.

SWOT ANALYSIS

Performing Arts at Johnston Community College

STRENGTHS

Venue—significant seating capacity	Largest auditorium in county
Best auditorium for country music shows	Concerts service the entire county
Local quality talent on stage	Location—proximity to I-95 and US 70
Staff teamwork	Staff commitment
Knowledgeable professional staff	Accessibility
Free parking	Audience feels ownership of programming
Auditorium as a significant community/regional resource	Reputation for programming/shows
Variety of popular programming	Customer-oriented service
Affordability of performances	Affordability of rental facility costs
Availability of lobby space	County-wide programming focus
Appeal beyond Johnston County	Staff payroll deduction for ticket purchases
Position of access to I-95 and east central North Carolina	Good seat availability
Limited competition from other major auditorium venues	Good HVAC – heating/cooling operations
Reasonable and positive family experiences	Showcase of local talents
Reduced pricing for children	Reduced pricing for faculty/staff

WEAKNESSES

Perception of County focus only	Lack of funds for capital improvements
Staffing shortages	Non risk-taking values in programming
Distance of walkways from parking lots	Lack of handrails for seating
Limited box office hours	Non classical music programming
Parking lot appeal – lighting, safety, potholes	Absence of covered walkway from parking
Ticket costs in competition with other area attractions	Non alcohol policy
Lobby space – availability, attractiveness, functionality	Non-targeted appeals for sponsorships
Absence of sophisticated marketing appeals	Lack of student involvement
Absence of direct county funding and support	Restricted box office hours, services
Lack of understanding of programming priorities	Ongoing construction activity on campus
How to best target audiences	How to finance/offset the budget
No connection to a County Convention Center	Limited signage in lobby
Lack of connection of performances to the curriculum	Scattered interests of audiences
Audience feels too much ownership of the programming	Venue too small for certain performances
Programming appeal to older audience	Inconsistent sound system
Limited articulation with broader education community	Poor seating in lobby
Limited cooperation with colleges with similar venues	Poor seating outdoors at entrances
Availability of parking in the evening when have classes	Absence of visual terminus
Student traffic in lobby during performances	

OPPORTUNITIES

- Potential for leadership role in the County/region in arts programming
- Potential for enhanced marketing
- Potential for greater County-wide collaboration
- Potential for greater school system collaboration
- Potential for greater art agency collaboration
- Potential for greater collaboration among County agencies
- Potential for collaborations with other venues
- Potential for cooperation with other art organizations
- Potential for programming partnerships with other community colleges
- Potential for entrepreneurial engagements/venture capital efforts
- Greater positioning for competitive advantage
- Potential for greater signage throughout the County/region
- Greater direct marketing potentials and appeals
- Potential for private gift support
- Potential for corporate sponsorships/promotions
- Potential for marketing as a meeting/conferencing facility
- Refinement of rental booking policies
- Reliance on the educational thrust of the College
- Children's Forum/Greater focus on children
- Use of resident artists

Greater focus on author lectures
Assume more responsibility to educate public and not only entertain
College to be the home-base for cultural programming in the region
More high school local competitions on campus
More dinner theatre and musicals
More college musical performances
Promote availability of student tickets at reduced prices
Purchase tickets online
Create satellite ticket offices/availability

THREATS/NEEDS

Greater programming research
More fine arts programming
More targeted programming
Greater responsiveness to a more diverse audience
Major venue under development in Halifax County
Small auditorium and conferencing space
Need for small, complementary spaces
Meeting space for Johnston County/Smithfield
Fiscal priorities of the College
Student engagement potentials
More high school articulation
More partnerships/collaborations with school system
Outdoor amphitheater
Financial priorities for entertainment dollar of families
Greater balance of community benefit versus break-even/self-supporting emphasis
Greater jazz programming
Greater classical programming
Greater dance programming
Greater opera programming
More educational programming
Transient local/regional population
Decline in public's event consumption
Decrease in leisure time for families
Advent of new technologies for home entertainment
Personal money spent on lottery rather than other forms of entertainment
Smithfield vs. Clayton orientation of county
Providing a fine arts programming opportunities
Collaboration with theatre groups in the county