

Governor-Elect Perdue  
Transition Advisory Group Sessions  
**Session Summary 6**

**Cultural Resources**

November 20, 2008

Session Arranged by the  
Governor-Elect Perdue Transition Team

Session Facilitated by the  
Small Business and Technology  
Development Center (SBTDC)

Report Prepared by the  
UNC-Chapel Hill School of Government



## Session Summary 6

# Cultural Resources

### SECTION 1. **Executive Summary**

Twenty-five stakeholders in North Carolina's cultural resources convened in Raleigh as an advisory panel to Governor-Elect Beverly Perdue on Thursday, November 20, 2008. The advisory panel came together to hear from the current administration of the Department of Cultural Resources (DCR) about its needs, challenges, and opportunities; to discuss the key issues that DCR faces from the perspectives of their own organizations; and to make recommendations to Governor-Elect Purdue on DCR's role in the state and in her administration.

The current DCR administration emphasized the number of projects under way in various divisions of the department that were underfunded or unfunded. After hearing the DCR presentation and discussing it, participants identified the following key issues for the new administration to address.

- a. finding multiyear, dedicated funding for DCR initiatives,
- b. increasing collaboration with other public agencies,
- c. increasing and enhancing public-private partnerships, and
- d. streamlining and finding efficiencies.

Independent of the current DCR administration's identification of key issues, the participants themselves agreed that the Perdue administration should focus on increasing DCR's role as an institution and the role of the arts in North Carolina's economic development.

The invited participants addressed the issues identified in the preceding paragraph in small groups and made numerous specific recommendations about how the governor-elect might address each of these issues. In general, the recommendations emphasize

1. making the work and the importance of DCR and the art and cultural resource community more visible among lawmakers and decision makers and
2. making DCR and the arts and cultural resources community equal players in expanding the state's economy.

### SECTION 2. **Process Used in Session**

The morning session began with a presentation about the current administration's efforts in cultural resources. The presentation was introduced by Staci Meyer, the chief deputy secretary and general counsel of DCR. The heads of some of DCR's main divisions, identified below in the participant list, also gave presentations on the missions and recent activities of their respective divisions as well as of the issues, opportunities, and challenges that each faces.

DCR's presentations were followed by a question-and-answer period with the invited advisory panel participants.

During the lunch break, facilitators from the Small Business and Technology Development Center (SBTDC), the Perdue transition team liaison, and representatives from the UNC-Chapel Hill School of Government worked together to identify common themes that had emerged from the question-and-answer period.

In the afternoon, the invited participants identified key issues and possible approaches in each of the seven areas identified from the morning question-and-answer period. The participants took part in an exercise to prioritize the issues identified in the seven areas. The participants then formed small groups to focus on discussing solutions and making recommendations for each of the issues identified as priorities.

For details about the process devised and used by facilitators from the SBTDC, see electronic Appendix 1.

### SECTION 3. **Participant List**

SBTDC facilitators: Ann Howard and Linda Esterling

UNC-Chapel Hill School of Government reporters: Diane Juffras and Donna Warner

UNC-Chapel Hill MPA student note taker: Terry Waterfield

Perdue Transition Team representative: Kennetha Smith

Attendees:

Six employees of the Department of Cultural Resources attended and gave presentations at the morning session. They did not attend the afternoon session, which was limited to nonemployee stakeholders. DCR staff attending were

Staci Meyer, chief deputy secretary and general counsel

Dr. Jeff Crowe, deputy secretary of archives and history

Mary Regan, director, Arts Council of North Carolina

David Worters, president, North Carolina Symphony

Larry Wheeler, director, North Carolina Museum of Art

Mary Boone, state librarian

Twenty-five invited participants attended the session, although not all were able to be present for the entire day. The participants and the organizations they represent were

Alma Adams, representative, NC House of Representatives and professor of art

Mary Boone, NC State Library

Betsy Buford, former deputy secretary, NC DCR

Jerry C. Cashion, citizen interest; NC Historical Commission

Lisa Crawford, Greensboro Symphony

Lou Anne Crumpler, director, Business Development

Michael Fox, Battleship Commission

Mary Susan Fulghum, NC Symphony

Christine Gorelick, Winston-Salem/Forsyth Arts Council

Loretta Lautzenheiser, Coastal Carolina Research  
Carroll Leggett, Winston-Salem/Forsyth Arts Council  
Bob Mattocks, Tryon Palace Commission  
Betty Ray McCain, former secretary NC DCR and current chair, UNC-TV  
Board of Trustees  
Deborah Mintz, Arts Council Fayetteville/Cumberland County  
Kelli Moore-Barham, citizen interest; retired NC DCR employee  
V. Dianne Pledger, St. Joseph's Historic Foundation  
Remelle Pulitzer, Hawthorne Gallery  
Roula Qubain, HSMM  
Dorothy Redford, retired site manager for NC DCR  
James Shern, U.S. Army Corps of Engineers  
Linda Staunch, citizen interest; owner, Linda Staunch and Associates  
Richard Webb, Coe Foundation  
Karen Wells, Arts of North Carolina  
Rich Whittington, Triad Stage, NC Arts Council  
Rosemary Wyche, Protocol School

#### SECTION 4. **Significant Issues, Opportunities, and Challenges Identified in Morning Session about Current Administration Efforts**

The current administration identified the following critical issues facing the Department of Cultural Resources

1. Additional funds are needed to complete the chronological exhibit at the NC Museum of History and to complete the Graveyard of the Atlantic Museum. DCR is trying to raise private funds to complete the chronological exhibit and to get federal funds to complete the Graveyard of the Atlantic.
2. Additional funds are needed for the NC Museum of Art for staff to operate the museum once the expansion project is completed and for repair and renovation of the existing part of the museum building.
3. Additional funds are needed for digitization of the state's cultural resources to both protect them and make them available on a 24/7 basis to the public. DCR has developed a GIS database and is using "rapid conversion" to move toward digitization. Digitization of existing documents and resources is expensive.
4. A larger state appropriation is needed for the NC Symphony to return the state portion of its funding to one-third.
5. Additional funds are needed for retrieving and conserving artifacts from the pirate ship *Queen Anne's Revenge*. DCR needs recurring funding to complete excavation of the ship, which would take approximately four years.

6. Recurring funding is needed for the cARTwheels program, which brings children's theater companies to schools and theater venues. The companies and venues need to be booked up to two years in advance. It is difficult to make the necessary commitments when there is no guaranteed funding for the year for which the booking is being made.
7. Additional funding is needed to complete the North Carolina history documentary that DCR is producing with UNC-TV for teachers and students. The first of six episodes is funded. The remaining five are unfunded.
8. Funding is need for repairs to the state's historic sites, which are in serious need of work. DCR has lost some funding for historic site repair in the past and is now "just getting by" by doing only the most necessary repairs. Attendance at the sites, however, increased by 6 percent in FY 2006-7.
9. Additional funding is needed for the State Library for county and regional libraries, which are seeing increased use. Currently, \$17 million passes through the State Library to local libraries, but it is not enough.
10. Additional storage space for the state's records is needed.
11. Recurring funding is needed for DCR's 250–300 seasonal employees, most of whom work at the historic sites. DCR currently uses lapsed salary money to pay for these positions, but when funding is cut, these temporary employees are cut, which in turns leads to a reduction in the hours and days of operation at the historic sites.
12. Additional funds may be needed to fully integrate the state's ITS system with that of DCR.

From the question-and-answer period following the current DCR administration's presentation, seven key questions emerged.

1. What should DCR be doing?
2. What strategies might lead to increased funding for DCR from the General Assembly?
3. What are innovative ways to generate alternative sources of income?
4. What can DCR do to foster culture and the arts as an economic development tool?
5. How can the impact that current budget cuts are having on DCR operations be minimized?
6. How can DCR collaborate with other state agencies, community colleges and universities?
7. How can DCR enhance public–private partnerships?

## SECTION 5. Key Issues and Solutions/Recommendations

Using the questions developed out of the question-and-answer session, the participants identified the following six key issues facing DCR today and recommended the following solutions. Note that issues were not prioritized by the participants and are therefore not set forth in any ranked order of importance. For a transcription of the participants' written identification of issues and recommendations, see the electronic supplementary material. A list of other more general suggestions submitted individually by advisory panel participants also may be found in the electronic supplementary material.

Note that no formal vote was taken on these issues or the recommended solutions. Although there seemed to be consensus among panel participants on the issues and recommendations, and no one spoke out in disagreement with them, it is possible that one or more individual participants held differing views on one or another points.

Finally, by the latter part of the day, several participants had had to leave, and as it happened, the remaining members of the advisory panel were more heavily weighted among representatives of arts programs and institutions. One of the participants noted that although many recommendations were couched in terms of the arts, she believed that they applied equally to and included the state's historical resources and organizations as well as other cultural resources groups. There was a general assent to this proposition.

### **Key Issue No. 1: Finding a Dedicated Funding Stream for DCR over and above Current Appropriations**

#### **Recommendations**

- Create strong arts networks in every county or legislative district to educate their respective legislative delegations about the value of the arts and the serious need for funding, stressing the economic impact of the arts.
- Use hotel/motel use tax revenue and lottery proceeds to fund arts education.
- Publish data showing that study of the arts in high school helps prevent dropouts.
- Send a report card to each legislator showing how the arts are addressing and correcting problems in school, including details about what DCR has done in that legislator's district.
- Identify supporters of the arts and have them attend forums and help out in campaigns.

### **Key Issue No. 2: Make DCR and North Carolina's Arts and Cultural Resources Equal Participants in the State's Economic Development Team**

#### **Recommendations**

- Create a joint task force among DCR, the Department of Commerce (Commerce), and the Department of the Environment and Natural Resources (DENR) to better sell the state to potential new industry.
- Establish joint meetings between top administrators of DCR, Commerce, and DENR within one month following their appointments to explore and develop an effective package to attract industry.
- Recognize the economic interface between these departments and ensure that DCR and DENR are key players in the process by illustrating how DCR can help attract business.
- Produce a template (including appropriate research) to attract potential industry.
- Develop appropriate marketing strategies individual to specific DCR initiatives.
- Bring about the result that DCR helps business see what North Carolina has to offer.

### **Key Issue No. 3: Position DCR as the Solution to Developing North Carolina's Economy Both in the Short and Long Terms as Part of the Fast-Growing Creative Economy**

#### **Recommendations**

- Show the relationship between the arts and the economy through research and statistics.
- Hire an economist to quantify and validate economic impact.
- Emphasize that the arts don't just mean jobs for artists, but jobs for the community.
- Craft a clear message to persuade elected leaders of the connections.
- Tailor messages for each community—it is easy to see how Asheville's message would be different from that of Beaufort.
- Use case studies to show the connections between arts and the economy, such as the story of the Triad Stage as an anchor for downtown Greensboro.
- Convince economic development stakeholders that DCR is of as much value to economic development institutionally as are the Departments of Transportation, Commerce, and Public Instruction.
- Partner with the 3,000 existing arts organizations to foster public/private partnerships. NC arts grants are matched 18:1 by private support. Grants, in turn, help to grow the economic development pie.
- Select a secretary of cultural resources who has the credibility with the arts community, business community, and legislators to champion the arts as a solution to growing the economy.
- Change the perception that the arts are a hobby or a perk rather than the business of the state.

### **Key Issue No. 4: Increase Collaboration with Other State Agencies, Community Colleges, and Universities**

#### **Recommendations**

- Work with the Department of Public Instruction (DPI) to introduce a high school graduation requirement in the arts, mandated arts electives in middle school, and mandated scheduled contacts with music and visual arts in elementary school.
- Work with the university system and DPI to prepare more teachers for anticipated need in conjunction with suggested new arts requirements.
- Work with the university system to develop effective arts education.
- Sustain and grow funding for the A+ Schools program.
- Expand the teaching artists program of the NC Arts Council and the NC Symphony.
- Direct the Symphony, Museum of Art, and all arts agencies to formulate a unified plan to ensure arts integration with academic subjects.
- Initiate more arts intersection with community colleges.

- Publicize the arts as preparing students who are on college-bound tracks.
- Have the governor-elect take the lead in seeing that the arts get a portion of occupancy tax revenue.

## **Key Issue No. 5: Enhance Public/Private Partnerships**

### **Recommendations**

- Use effective models in establishing future partnerships.
- Break activities into components so that they can be marketed.
- Gather market research so that any campaign to establish partnerships will be market-driven.
- Create a business plan with partners, using market research.
- Develop guidelines for establishing partnerships both for DCR and local agencies.
- Have the secretary give annual awards to private organizations that have established partnerships that have had a positive impact on the arts.
- Spotlight corporate or private-sector leaders who have benefitted the arts.
- Have the governor-elect make a strong statement in support of the arts and culture in her inaugural address.

## **Key Issue No. 6: Eliminate Duplications of Service and Streamline DCR**

### **Recommendations**

- Consolidate functions within DCR to create efficiency. Examples of functions that might be consolidated are grant writing, marketing, and public relations.
- Rewrite job descriptions to effect consolidation.
- Look for local and private sector partners for help in reducing travel expenses.
- Find low-cost ways to improve employee morale.
- Communicate a vision to employees.
- Provide direction from the administration.
- Hire and retain qualified people.

## **Electronic Supplementary Material**

- Appendix 1: Facilitator agenda provided by the Small Business and Technology Development Center (SBTDC)
- Agency transition reports and other documents provided for session

