THE SCHOOL FOR CREATIVE & PERFORMING ARTS
Cincinnati Public Schools

From the Leadership Team 2025–2026

Dear Stakeholder,

The School For Creative & Performing Arts' (SCPA) leadership team is proud to share our Strategic Plan 2026–2031. We continue to take 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 SCPA Strategic Planning advisors. Input was received from over 350 members and led by our strategic planning Consultant, Anne Maxfield. SCPA is fortunate to have so many stakeholders who care deeply about our success.

In our discussion sessions we reviewed our strengths, weaknesses, opportunities and threats (SWOT analysis). The members completed online surveys, listening sessions, and personal interviews. Ultimately, we developed five goals utilizing SMARTIE (Specific, Measurable, Achievable, Relevant, Time-Bound, Inclusive, and Equitable) objectives. These goals are built on our perceived strengths and our best pathways for preparing our students for the future.

As we guide our students' achievement toward artistic and academic excellence, 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. This plan will ensure SCPA will continue to be a school where dedicated students prepare for a lifelong investment in artistic and scholastic pursuits.

Michael D. Owens,
Principal and Alumnus

Jesse Draud,
Assistant Principal

Teresa Summe-Haas,
External Relations Officer

Ashley Fraise,
Assistant Principal

Genevieve Lehman,
Assistant Principal

James Jones,
Artistic Director

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The School For Creative & Performing Arts

STRATEGIC PLAN 2026–2031

Advancing and Intertwining Artistic & Academic Excellence

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EXECUTIVE SUMMARY

The School for Creative & Performing Arts (SCPA) embarked on a comprehensive strategic planning process in March 2026, guided by external consultant Anne Maxfield in partnership with SCPA's Leadership Team. Over the course of several months, the process engaged a broad cross-section of the school community including faculty, staff, administrators, students, parents, and community stakeholders through structured discovery sessions, staff leadership sessions, and community listening sessions. Input was gathered through both qualitative and quantitative methods, ensuring every voice, particularly those of teachers, was meaningfully represented. Findings were synthesized into a 27-page data summary report, the insights of which directly shaped the goals and direction of this plan.

The leadership team convened to translate that collective input into five strategic goals, designed to guide the institution over the next five years.

The five strategic goals are:

1. Maximize academic and artistic performance for every student through an enriched, creative, and rigorous curriculum.
2. Develop an aligned K–12 artistic curriculum that ignites creativity with equitable experiences and opportunities.
3. Uphold clear and consistent student behavioral expectations that support a respectful and inclusive learning environment.
4. Establish consistent internal processes and operational standards understood and implemented by staff, teachers, administrators, and students.
5. Cultivate and maintain community partnerships that broaden fundraising capacity and deepen community engagement.

This strategic plan serves as SCPA's blueprint for success through academic year 2031. Implementation is the responsibility of the principal and leadership team, with the understanding that significant shifts in economic, political, or Cincinnati Public Schools district-level priorities may necessitate measured adjustments. Above all, this plan reflects SCPA's unwavering commitment to artistic and academic excellence, equity, community, and its dedication to preparing every student to thrive creatively and academically.

PROCESS & METHODOLOGY

The strategic planning process for The School For Creative & Performing Arts began in March 2026 as the leadership team officially convened, marking the formal launch of the project with a SWOT Analysis. The Consultant presented a clear and structured planning framework including the scope, timeline, and intended outcomes of the process. Special attention was given to preparing for the staff leadership sessions (two) and the listening sessions (three), which were scheduled for April and May 2026 respectively.

Throughout the planning process, data was collected from a range of stakeholders including faculty, staff, school leadership, teachers, parents, community members, key stakeholders, and students. All of this was to ensure that the final plan reflected diverse perspectives and lived experiences. This input was critical in shaping the plan's direction. A separate 27-page data summary report was provided to the school's leadership and insights from that report directly informed the content of this strategic plan.

Before the strategic planning process began, every teacher was given a meaningful opportunity to be heard. Both qualitative and quantitative input methods were offered to ensure all voices were represented. This was a deliberate choice since the faculty is the backbone of The School For Creative & Performing Arts. They drive educational outcomes that ripple far beyond the classroom and into the broader community.

During the June 2026 planning session, the leadership team worked collaboratively to establish strategic goals, each supported by a set of SMARTIE (Specific, Measurable, Achievable, Relevant, Time-bound, Inclusive, and Equitable) objectives. These objectives provide the operational backbone for advancing The School For Creative & Performing Arts' mission over the next five years.

This strategic plan now serves as a blueprint guiding The School For Creative & Performing Arts as it strengthens its impact, deepens student, parent and community engagement, and plans for a sustainable, mission-driven future.

THE SCHOOL FOR CREATIVE & PERFORMING ARTS
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SCPA VISION STATEMENT

The School For Creative & Performing Arts is a world-class public arts school where students prepare for lifelong involvement in scholastic and artistic pursuits.

SCPA MISSION STATEMENT

The School For Creative & Performing Arts' 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.

SCPA EXPECTATIONS

Show Respect
Contribute Positively
Perform Honorably
Act Safely & Responsibly

STRATEGIC GOALS

GOAL #1

Maximize academic and artistic performance for every student through an enriched, creative, and rigorous curriculum.

GOAL #2

Develop an aligned K-12 artistic curriculum that ignites creativity with equitable experiences and opportunities.

GOAL #3

Uphold clear and consistent student behavioral expectations for a respective and inclusive learning environment.

GOAL #4

Establish consistent internal processes and operational standards known and implemented by staff, teachers, administrators, and students.

GOAL #5

Cultivate and maintain community partnerships that broaden fundraising capacity and deepen community engagement.

OBJECTIVES FOR GOAL IMPLEMENTATION

GOAL #1

Maximize academic and artistic performance for every student through an enriched, creative, and rigorous curriculum.

Leadership Position in Charge:
Principal and Artistic Director

Objective:
Seventy-five percent (75%) of academic and artistic courses will reflect intentional artistic integration by May 31, 2031.

Objective:
The School For Creative & Performing Arts will attain a 5-Star school rating, as recognized through the State of Ohio's report card by May 31, 2031.

Objective:
Construct and design high standards and requirements for both academic and artistic courses by May 31, 2030.

2026 METRICS

100%	Graduation Rate for 11 years
95%	Matriculation to secondary education/career technical
$9.2 million	Average total scholarships & awards to graduates for the past 3 years

OBJECTIVES FOR GOAL IMPLEMENTATION

GOAL #2

Develop an aligned K-12 artistic curriculum that ignites creativity with equitable experiences and opportunities.

Leadership Position in Charge:
Artistic Director

Objective:
Conduct a comprehensive review of all current curriculum maps and progressions for K-12 grades arts courses by May 31, 2028.

Objective:
All current students entering 4th grade will have evidence of an artistic portfolio to reflect creative growth by May 31, 2030.

Objective:
Design and implement a unified and vertically aligned K-12 artistic curriculum across all artistic majors by May 31, 2031.

2026 METRICS

98%	Percentage of students who receive artistic diplomas
6,000	Attendees at Mainstage productions
355	Number of students who audition

OBJECTIVES FOR GOAL IMPLEMENTATION

GOAL #3

Uphold clear and consistent student behavioral expectations for a respective and inclusive learning environment.

Leadership Position in Charge:
Kindergarten through Grade 12 Assistant Principals

Objective:
All students and staff will review policies, procedures, and expectations on a quarterly basis to align with a positive school culture.

Objective:
One hundred percent (100%) of students and staff will be able to articulate The School For Creative & Performing Arts' core expectations by May 31, 2031.

Objective:
Achieve a 5% reduction in Category 2 and Category 3 discipline referrals from the prior year's baseline by the end of each academic school year.

2026 METRICS

174	Number of students in Advance Placement Courses
108	Number of students in College Credit Plus courses
23%	Increase in 3rd Grade Reading Test proficiency

OBJECTIVES FOR GOAL IMPLEMENTATION

GOAL #4

Establish consistent internal processes and operational standards known and implemented by staff, teachers, administrators, and students.

Leadership Position in Charge:
Principal with the Administration Team

Objective:
All staff will conduct a comprehensive review of internal processes and operational standards by the close of each academic year.

Objective:
Designated staff will systematically analyze PBIS (Positive Behavioral Interventions and Supports) data to assess trends and examine progress on a quarterly basis.

Objective:
Ninety percent (90%) of all stakeholders within the learning community will demonstrate clear understanding and modeling of internal processes and operational standards by May 31, 2031.

2026 SCPA AWARDS

Arts School Network School of Excellence

National Sphinx Competition Award

Marian Spencer Scholarship Awards

OBJECTIVES FOR GOAL IMPLEMENTATION

GOAL #5

Cultivate and maintain community partnerships that broaden fundraising capacity and deepen community engagement.

Leadership Position in Charge:
External Relations Officer

Objective:
Cultivate intentional community engagement through monthly friend-raisers on an ongoing basis.

Objective:
Secure diverse funding streams to reach the fundraising goal of $700,000, annually.

Objective:
Maintain current partnerships and develop new partnerships for mission support (10%) by May 31, 2031.

2026 METRICS

24	Number of professional Arts Partners providing resources to students
250	Students perform in professional opportunities at our annual Future of the Arts Gala and Concert
11	Number of years securing resources to reach annual budget *

** With a goal of building the Investment Fund $5 Million*

TOP DATASETS & DATAPOINTS TO INFORM GOALS AND OBJECTIVES

Comprehensive research was conducted that included surveys distributed to 800 parents, 600 students, 180 faculty and staff members, community stakeholders, and members of the alumni association, in addition to six in-person listening sessions and seven one-on-one stakeholder interviews.

The data points presented in this section reflect themes and priorities consistently identified across multiple stakeholder cohorts as essential components of the strategic plan. This outline was developed through the coordination and analysis of raw data, recognizing the strengths, weaknesses, and opportunities, and threats (SWOT) identified by The School For Creative & Performing Arts Leadership Team, as well as the ideas and perspectives contributed by all participating groups.

The strategic planning research generated 27 pages of raw data. The following 11 data points represent the primary conclusions and priorities emphasized by key stakeholders.

Data Point 1:
Maintain and develop community goodwill.

Data Point 2:
Support and focus on maintaining and developing SCPA's excellent staff.

Data Point 3:
Promote a strong academic and arts curriculum for students K-12.

Data Point 4:
Enhance strategic partnerships with arts organizations and businesses.

Data Point 5:
Fundraise and optimize the resources of the SCPA Fund.

Data Point 6:
Implement systems and processes to address discipline needs which include student misbehavior due to lack of interest in the arts and mental health issues.

Data Point 7:
Define and implement systems and processes for SCPA to function more smoothly dealing with: absenteeism, arrival, dismissal, testing, lunchroom procedures, communication and discipline.

Data Point 8:
Focus and develop arts curriculum that is consistent and cohesive for K-12.

Data Point 9:
Identify art college accreditation opportunities and career readiness curriculum.

Data Point 10:
Continue 100% graduation rate as we challenge students and support their needs.

Data Point 11:
Work with CPS for increased support on enrollment (lottery), bussing, safety, funding and discipline.

SCPA LEADERSHIP TEAM (2025–2026)

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Teresa Summe-Haas,
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James Jones,
Artistic Director

SCPA FUND BOARD OF DIRECTORS

Larry Bergman
Tim Giglio
Steve Hammelrath
Kyle Inskeep
Diana Klinedinst
George Klinedinst
Adam Koehler
Nolan Marx
Laura Mitchell
Eliza Moffat
John O'Connor, *Chairman*
Nick Riordan
Shannon Roush
Michael Rudnicki
Murray Sinclaire, Jr.
Brian Walker
Rick Wayne

KEY STAKEHOLDER SURVEY PARTICIPANTS

To ensure broad and representative input, surveys were administered to the following stakeholders.

LEADERSHIP TEAM
FACULTY/STAFF (180)
PARENTS (1,400)
STUDENTS (600)
SCPA FUND BOARD OF DIRECTORS
KEY STAKEHOLDERS/PARTNERS
ALUMNI
COMMUNITY

KEY STAKEHOLDER INTERVIEW PARTICIPANTS

Community Partners/Parents/Faculty/Alumni

Larry Bergman
Sheila Booker
Reeta Broerman
Karen Dorn
Sterling Finkbine
Brad Gerard
Helen Raymond-Goers
Steve Hammelrath
Donna Henry
Kyle Inskeep
Diana Klinedinst
Stacy Kloth
Darrell Miller
Joyce Monger
Beth Morgan
John O'Connor
Holly Brians Ragusa
Lauren Roebuck
Michael Rudnicki
Carla Sarr
Brian Siekmann
Libby Sillis
Jane Simon
Brett Stover
Holly Taylor
Brynn Thomas
Samantha Tincher
Susan Underwood
Kevin Whitman
Karla Ziesmann