



Arcadia Unified District: Our Purpose

As one of the most innovative school districts in the country, Arcadia Unified's goal is to champion students and staff to Imagine, Inquire, and Inspire. The purpose of the District is to challenge and inspire students to make a positive and profound impact on their world.

Arcadia Unified Values: *Create a Culture of Innovation*

- *Collaborate*
- *Think Critically*
- *Be Creative*
- *Offer Empathy*
- *Learn from Failure*

Arcadia Educational Services Department Mission:

To provide innovative system-wide leadership, guidance, and support for a collaborative approach to:

- Developing and implementing rigorous, relevant, standards-based curriculum,
- Creating and curating instructional resources & materials,
- Leading instructional programs, initiatives, and projects,
- Facilitating literacy and community engagement,
- Communicating and collaborating with internal and external stakeholders,
- Developing professional learning networks to empower teachers to lead educational initiatives and reforms that provide content and instructional expertise to our District.

The department goal is to develop engaging learning experiences and environments. Educational Services staff maintains a thorough knowledge of students' cognitive, social, and psychological developmental processes as well as current research-based practices in order to offer meaningful support for curriculum and instruction in Arcadia Unified School District classrooms.

Strategic Arts Plan Table of Contents

Strategic Plan Overview	Page 1
LA County Arts Commission	Page 2
VAPA Vision and Current Reality	Page 3
VAPA Priority Wedge	Page 4
Strategic Directions	Page 5
Phase One Implementation Plan.....	Page 6

Strategic Plan Overview

In the fall of 2018, the Arcadia Unified School District (AUSD or District) became a member of the Los Angeles County Department of Arts and Culture’s *Arts Ed Collective* and began the process of developing a 5-year Arts Strategic Plan that is aligned with the District’s mission and strategic plan. In partnership with a coach from the Los Angeles County Arts Ed Collective, the District organized a District Arts Team (DAT) with representation from a variety of Visual and Performing Arts (VAPA) teachers, principals, and two Directors of Curriculum Instruction and Assessment. The 23-member DAT met on January 17, February 7, March 14, April 18, and June 4, to provide their valuable input towards the development of this Arts Strategic Plan.

The Arts Strategic Plan builds upon the District’s overarching goal to Imagine, Inquire, and Inspire in which the District is committed to a Culture of Innovation. This Plan further propels the momentum of Arcadia’s robust arc of investment in the District’s VAPA programs, including the grand opening of a state-of-the-art Performing Arts Center in 2012 and the hire of 4 Credentialed Music Teachers in 2017. The District Local Control and Accountability Plan (LCAP) is in effect through 2019-2020. This Plan directly supports LCAP Goal 1: Provide high quality effective instruction that ensures college and career readiness by addressing the unique needs and abilities of all students, specifically through Career Technical Education (CTE). One action stated in LCAP Goal 1 is to implement and evaluate the CTE Pathways as an alternative option for unduplicated students and others, thereby improving graduation rates and Pass/Fail rates of our various groups of students. The Strategic Arts Plan is also supported in LCAP Goal 4: Develop the “whole child” so that every student is healthy, safe, connected, supported, and challenged. This is specifically addressed through parent engagement. The stated actions are to inform parents of district and school programs; provide improved parent and community nights, especially for our unduplicated students and families; and to utilize different methods of communication with unduplicated families and others to increase parent engagement and participation.

Through the planning process three key **strategic directions** emerged:

1. Create Financial Support for the Arts
2. Promote the Arts and Educating Parents on their Role in PK-12 Education
3. Expanding Curricular Opportunities

The District will continue expanding VAPA opportunities to ensure that all students have access to high-quality, sequential, standards-based instruction in the all of the Visual and Performing Arts in order to positively impact their educational experience, develop their creative potential, and inspire students to make a positive and profound impact on their world.

Arcadia USD District Arts Team Members

Erika Speed, First Avenue Middle School, Art Teacher
Susi Reck, First Avenue Middle School, Theatre Teacher
Pin Chen, Arcadia High School, Music Teacher
Lloyd Fujiwara, Arcadia High School, Art Teacher
Jeff Grable, Dana Middle School, Music Teacher
Lori Bachelder-Nelson, Dana Middles School, Home Ec. Teacher
Kimi Murphy, Foothills MS, English, History and Enrichment Teacher
Tamara Morales, Dana Middle School, Art Teacher
Kevin Sherrill, Arcadia High School, Band Teacher
Liza Tedford, Arcadia High School, Performing Arts/Dance Teacher
Janet Smith, Elementary Music Teacher
Tom Forbes, First Avenue Middle School, Music Teacher

Seth Murphy, Foothills MS, Band Teacher
Michael Danielson, First Avenue Middle School, Music Teacher
Courtney Smith, Foothills MS, Theatre Teacher
Stephen Pu, Arcadia High School, Choir Director
Steven Volpe, Arcadia High School, Theatre Teacher
Emily Faris, Elementary, Music Teacher
Christine Cameron, Elementary, Music Teacher
Semeen Issa, First Avenue Middle School, Principal
Teresa Oakland, Holly Avenue Elementary School, Principal
Catherine Merel, Director Curriculum, Instruction, and Assessment (7-12)

LA County Department of Arts and Culture

In 2002, the Los Angeles County Board of Supervisors established the Arts Education Collective to align efforts across the region with the mission of ensuring that LA County's 1.5 million public school students receive a quality and well-rounded arts education by expanding teaching and learning, and building political and public will.

The Arts Ed Collective is comprised of policy makers, educators, arts organizations, teaching artists, funders, business leaders and community advocates. Strategic direction for the initiative is guided by the Leadership Council and Funders Council. The Los Angeles County Department of Arts and Culture offers administrative support and the Los Angeles County Office of Education (LACOE) provides curriculum and instructional services for educators Countywide. <https://www.lacountyartsedcollective.org/>

Our collective impact approach addresses complex challenges by coordinating the efforts of diverse stakeholders around our common goal. Collective partners stimulate cross-sector dialogue that leads to well-informed, field-driven strategies for promoting system-wide progress on advancing arts education. Arts Ed Collective staff and coaches work with school districts to build infrastructure to increase quality, quantity and equity of the arts instruction in schools.

AUSD VAPA Vision

Through this strategic arts planning process, the District Arts Team established vision points for arts engagement in the district over the next five years. By 2023, AUSD and its VAPA programs aims to encompass:

1. Arts-Invested Culture
2. District Fiscal and Educational Support
3. Active Community Support
4. World-Class Comprehensive K-12 Arts Education
5. Qualified Specialized Educators
6. Innovative Expanded Curriculum
7. Cutting Edge Well-Equipped Facilities
8. Passionate Multi-Disciplinary Arts Liaison

AUSD VAPA Current Reality

The District Arts Team identified the strengths the district could build on and the challenges it would face as it moved toward enacting the practical vision for arts education. This is the VAPA **Current Reality** for the district.

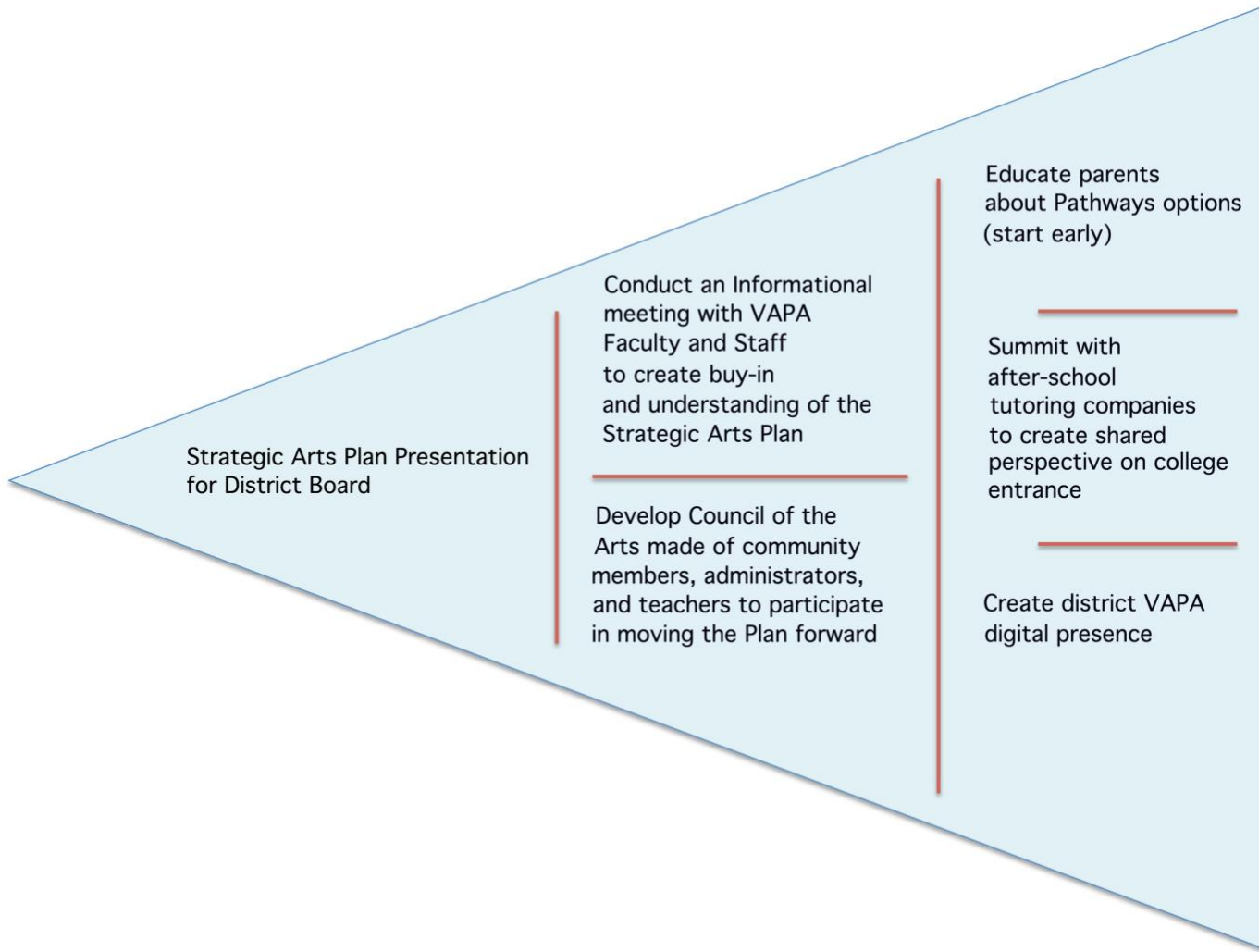
STRENGTHS

- Significant interest from board and district to propel development and continuous improvement
- Reputation affords prestigious opportunities
- Collegial Support
- Talented student base
- Highly qualified, committed & flexible teachers who collaborate
- Beautiful performing arts center
- Teacher, student & parent passion for education
- Extensive VAPA expertise available to tap within district
- Diverse specializations available

CHALLENGES

- Competition for enrollment by private and magnet schools
- Competition between/among academic courses for student enrollment
- Misconceptions of college prerequisites
- Arts aren't recognized as a career path by the community
- Need more VAPA opportunities at Middle Schools
- Need curricular alignment across levels at Middle School
- Need for additional coordination at district level (i.e. Liaison or Arts coordinator)
- Low LCFF does not provide many resources for AUSD

Priority Wedge



Strategic Directions

The Arcadia Unified School District Arts Team reflected on creative and innovative actions to address the challenges and move toward the vision. As a result, the following strategic directions and goal areas to support implementation were developed using the equation - **Quality Education = Content + Infrastructure + Sustainability.**

STRATEGIC DIRECTION 1

Promote the Arts and their Role in PK-12 Education – Infrastructure

- Goal 1 Promote VAPA to AUSD Families and Larger Public
- Goal 2 Advocate for the Arts in the District and Communities
- Goal 3 Engage Outside Education Advisors

STRATEGIC DIRECTION 2

Create Multi-tiered Financial Support for the Arts – Sustainability

- Goal 1 Create Financial Stability

STRATEGIC DIRECTION 3

Expand Curricular Opportunities – Content

- Goal 1 Expand Curricular Opportunities through Flexibility
- Goal 2 Create Arts Integration throughout the District
- Goal 3 Expand VAPA Opportunities through Curricular Development

PHASE I IMPLEMENTATION PLAN 2019-2020

Strategic Direction: _Create Financial Support for the Arts – Sustainability

1st Year: 2019-2020 Goals and Actions	Semester 1 Tasks	Semester 2 Tasks	Point Person(s)/ Budget Implications	Measurable Outcomes (Evidence of Success)
<p>Goal: Create Financial Sustainability</p> <p>Action: Apply for Advancement Grant (March 2020)</p>	<p>Complete Arts Ed Profile: Review data and use to tell the story</p> <p>Assign Writing Team to define grant objectives (sub-committee of Arts Council)</p>	<p>Identify gaps and opportunities based on data</p> <p>Write Advancement Grant</p> <p>Determine allocation of \$25,000 match</p>	<p>Arts Lead – Erika Speed</p> <p>Michael Danielson</p> <p>Kevin Sherrill</p> <p>\$25,000</p>	<p>Receive matching Advancement Grant!</p>
<p>Goal: Create Financial Sustainability</p> <p>Action: Research Funding Opportunities through Corporate Entities and Arcadia Educational Fund</p>	<p>Research opportunities and make grant application calendar</p>	<p>Write Grants</p>	<p>Arts Ed Collective Coach – Jill Newman</p> <p>Arts Lead – Erika Speed</p> <p>Catherine Merel - Director Curriculum, Instruction and Assessment</p>	<p>Identify funding opportunities and apply for them.</p>
<p>Goal: Create Financial Sustainability</p> <p>Action: Define Costs to: 1. Provide Performing Arts and Dance to Elementary and Middle School Where Not Currently Available</p>	<p>Identify gaps and opportunities from curriculum profile for TK-3</p> <p>Price out residency services and create priorities</p>	<p>Use this data, research and information for grant applications</p>	<p>Arts Council</p>	<p>Provide VAPA experiences that isn't currently available</p>
<p>Goal: Create Financial Sustainability</p> <p>Action: Ensure VAPA is written into LCAP for 2020 – ongoing</p>	<p>Create sub-committee of Arts Council to ensure VAPA is in new LCAP being written for Fall 2020</p>	<p>LCAP sub-committee collaborates with LCAP team</p>	<p>Catherine Merel - Director Curriculum, Instruction and Assessment</p>	<p>Clear and explicit VAPA inclusion in LCAP</p>

Strategic Direction: _Promote the Arts and their Role in PK-12 Education – Infrastructure				
1st Year: 2019-2020 Goals and Actions	Semester 1 Tasks	Semester 2 Tasks	Point Person(s) / Budget Implications/	Measurable Outcomes (Evidence of Success)
<p>Goal: Advocate for the Arts in the Districts and Communities</p> <p>Action: Initiate Arts Council</p>	<p>Presentation to SWAG group – on Arts Council (separate group) outline for year, philosophy, and timeline. Invite members. Sept 19</p> <p>Initiate Admin and Community Members to Council</p> <p>Conduct meetings—up to monthly-- throughout year (separate from SWAG)</p>	<p>Continue Arts Council meetings focused on goals and timeline for year.</p> <p>Review progress on Strategic Arts Plan and set action steps for following academic year</p>	<p>Arts Ed Collective Coach – Jill Newman</p> <p>Arts Lead – Erika Speed</p> <p>Catherine Merel - Director Curriculum, Instruction and Assessment</p> <p>Kevin Sherrill</p>	<p>Active and Effective Council for the Arts</p>
<p>Goal: Promote VAPA to AUSD Families and Larger Public</p> <p>Action: More Publicity for Public Performances and Exhibitions – (cross pollination with lower grades)</p>	<p>Promote Performance/ Exhibitions to Community</p> <p>Connect with Chief Communication Officer and Public Information Officer to coordinate content and interns</p>	<p>Media Coverage of all Performances and Exhibitions</p>	<p>Pin Chen</p>	<p>Increased Attendance at Performances – more opportunities for lower grade students to see HS performances</p>
<p>Goal: Promote VAPA to AUSD Families and Larger Public</p> <p>Action: Develop VAPA Social Media</p>	<p>Determine Social Media Manager</p> <p>Form Student Publicity Team including Digital Communication Interns</p>	<p>Have social media up and running and evaluate</p>	<p>Pin Chen</p>	<p>Active Engagement on Social Media Accounts</p>
<p>Goal: Promote VAPA to AUSD Families and Larger Public</p> <p>Action: Create District VAPA website</p>	<p>Create Website (possibly a VAPA link on AUSD page under Educational Services or Community and Public Information)</p>	<p>Determine Website Management</p>	<p>Steven Volpe</p>	<p>Regular Website Traffic</p> <p>Increased awareness of VAPA happenings and their importance</p>

Strategic Direction: _Expand Curricular Opportunities – <i>Content</i>				
1st Year : 2019-2020 Goals and Actions	Semester 1 Tasks	Semester 2 Tasks	Point Person(s) Budget Implications/	Measurable Outcomes (Evidence of Success)
Goal: Create Arts Integration throughout the District Action: Further Develop Arts Integration in Elementary	Pre-Survey (Google) to ID interested parties in Arts Integration PD Research programs ie. Artist Teacher Collaborative at the Armory	Consider applying for grants with arts integration content from semester one Provide teachers with Arts Integration Resources such as websites, and MOOCS, and TEAL	Arts Council	Increased arts integration in Elementary Schools

Appendix Directory

A. Years 2-5 Implementation

Page 9 - 12

Arts Education Plan Years 2-5 (multi-year range) Arcadia Unified School District

Strategic Direction or Focus Area: Promote the Arts and their Role in PK-12 Education – Infrastructure					
Year	Goals	Actions	Tasks	Budget Implications/ Point Person(s)	Measurable Outcomes (Evidence of Success)
2 & 3 2020-2021 2021-2022	Advocate for the Arts in the District and Community	VAPA Month (March?)	Various arts activities at all schools during VAPA Month Use digital/online/promotional platforms to promote as well as morning news in HS and MS	Arts Council	Dynamic VAPA month in place Collection of promotional videos of the dynamic celebrations
2 & 3 2020-2021 2021-2022	Advocate for the Arts in the District and Community	City-Wide Arts Celebration	Determine where/ when the celebration will take place Obtain sponsorship for celebration (for all VAPA in District/ make money here)	Arts Council	Funded and dynamic celebration
2 & 3 2020-2021 2021-2022	Advocate for the Arts in the District and Community	VAPA Career Speakers	Create MS sits career days Highlight current CTE Pathways and make connections to VAPA and review role in Spring Preview	CTE coordinator Arts Council PTA College and Career Counselors	Robust career day Increased enthusiasm for VAPA careers
2 & 3 2020-2021 2021-2022	Promote VAPA to AUSD Families and Larger Public	Publicize “Beyond U”	Promote CTE night to middle schools Invite CTE Coordinator and College and Career Counselors to Arts Council meeting Circulate promo video	CTE coordinator Arts Council PTA College and Career Counselors	Increased attendance at CTE night “Beyond U”

4 & 5 2022-2023 2023- 2024	Promote VAPA to AUSD Families and Larger Public	Create college admissions seminar with arts focus	Create sessions for the event Have arts college represented Utilize Naviance platform for video series/surveys for MS and HS Create a “cheat sheet’ and presentation with/for VAPA career content	CTE coordinator Arts Council PTA College and Career Counselors	Creation of well-attended College Admissions Seminar with Arts Focus Increased knowledge of VAPA career options by students and parents
4 & 5 2022-2023 2023- 2024	Advocate for the Arts in the District and Community	Maintain and further develop Arts Month and city-wide arts celebration	Review current celebrations and access for improvement opportunities	Arts Council	Continued improvement in success of offerings and attendance at celebrations

Strategic Direction or Focus Area: Create Financial Support for the Arts - Sustainability					
Year	Goals	Actions	Tasks	Budget Implications/ Point Person(s)	Measurable Outcomes (Evidence of Success)
2 & 3 2020-2021 2021-2022	Create Financial Stability	Appoint grant writer/strategic planner	Identify Grants to Pursue	Arts Council Arts Lead	Create timeline/ calendar to grant application deadlines and send applications
2 & 3 2020-2021 2021-2022	Create Financial Stability	Evaluate new LCAP for VAPA support	Review LCAP/ Universal Design for Learning (UDL) relationship for funding	LCAP committee	VAPA representation in LCAP
4 & 5 2022-2023 2023- 2024	Create Financial Stability	Create current reality assessment and review for opportunities	Create action items based on current VAPA financial reality	Arts Council	Create new action items to update plan

Strategic Direction or Focus Area: Expanding Curricular Opportunities - Content

Year	Goals	Actions	Tasks	Budget Implications/ Point Person(s)	Measurable Outcomes (Evidence of Success)
2 & 3 2020-2021 2021-2022	Expand VAPA Offerings Through Curricular Expansion	Further develop arts integration in elementary	Offer individual PD (one-on-one) as needed	Educational Services Budget - Sub cost \$130/day Arts Lead Instructional Coaches, Lab coaches Elementary principals	Increased integration in Elementary (Google Survey)
2 & 3 2020-2021 2021-2022	Expand VAPA Offerings Through Curricular Expansion	Structured VAPA articulation meetings	Set agendas and collaboration time (1x/year: 1 day with two ½ day meetings)	Educational Services Budget - Sub cost \$130/day Arts Lead - Erika Speed Elementary principals	Successful meetings that increase scaffolding and shared resources Increased visits between schools of all levels
2 & 3 2020-2021 2021-2022	Expand VAPA Offerings Through Curricular Expansion	Investigate possibility of Arts Wheel for upper elementary level	Possibilities conversation with Directors of Curriculum and Assessment	Director of Curriculum and Assessment	Determine best potential for expanding elementary arts ed curriculum
2 & 3 2020-2021 2021-2022	Expand VAPA Offerings Through Curricular Expansion	Investigate ways to have consistent opportunities for students at all three middle schools	Possibilities conversation with Directors of Curriculum and Assessment	Director of Curriculum and Assessment	Determine best potential for expanding middle school arts ed curriculum

<p>4 & 5 2022-2023 2023- 2024</p>	<p>Expand VAPA Offerings Through Curricular Expansion</p>	<p>Innovative, Expanded, Curriculum including Technological and Vocational Options</p>	<p>Review current offerings, gaps, and opportunities</p>	<p>High school assistant principals Career Technical Education Coordinator</p>	<p>Determine best potential for expanding high school arts ed curriculum</p>
<p>4 & 5 2022-2023 2023- 2024</p>	<p>Create Arts Integration Throughout the District</p>	<p>Visual Arts PD for integration in elementary</p>	<p>Review current integration and access current offerings, gaps, and opportunities Look for ongoing grant opportunities for PD through residencies and art organizations</p>	<p>Arts Lead Elementary school principals Arts Council</p>	<p>Determine best potential for expanding elementary school arts ed curriculum</p>
<p>4 & 5 2022-2023 2023- 2024</p>	<p>Expand VAPA Offerings Through Curricular Expansion</p>	<p>Create access to additional VAPA offerings in each middle school</p>	<p>Review current offerings, gaps, and opportunities Possibilities conversation with Directors of Curriculum and Assessment (Tom and Catherine)</p>	<p>Middle school principles Director of Curriculum and Assessment</p>	<p>Determine best potential for expanding and creating consistency in middle school arts ed curriculum</p>
<p>4 & 5 2022-2023 2023- 2024</p>	<p>Expanding VAPA Offerings Through Curricular Expansion</p>	<p>Explore opportunities to offer TK-3 Performing Arts</p>	<p>Review funding possibilities for artist residencies verses the possibility of credentialed specialist teacher</p>	<p>Elementary Principals Arts Lead Arts Council Director of Curriculum and Assessment</p>	<p>Inclusion of TK-3 Performing Arts in curriculum</p>