

**Duarte Unified School District**

**K-12 Standards-based**

**Visual and Performing Arts  
Education Plan**



**Presented to the Duarte Unified School Board  
February 2014**

**Duarte Unified School District**

**Board of Education**

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**Jim Bauler**

**Assistant Superintendent  
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*The aim of art is to represent not the outward appearance of things, but their inward significance.*

**--- Aristotle**

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**Duarte Unified School District**  
**Visual and Performing Arts Community Arts Team Members**

- Kaye Ekstrand, Assistant Superintendent of Education
- Janice Kolodinski, Principal, Royal Oaks Elementary School
- Lois Gaston, Duarte Educational Foundation
- Jenny Janetzke, Principal, Beardsley Elementary School
- Claire Hsu, VAPA Department Chair and Choral Instructor, Duarte High School and Northview Middle School
- Leslie Bartlett, English/Theater Teacher, Northview Middle School
- Pam Kawasaki, President, Duarte Board of Education
- Tina Quick-Snedaker, Teacher, Royal Oaks Elementary School
- Heather Messner, Visual Arts Teacher, Northview Middle School and Mount Olive Alternative High School
- Rich Torres, Instrumental Music Teacher, Duarte High School and Northview Middle School
- Elisha Wilson-Beach, Arts for All, Strategic Planning Consultant
- Celena Turney, Arts for All, Strategic Planning Consultant



## **Duarte Unified School District Vision Statement**

*The Duarte Unified School District is committed to providing a quality education exemplified by high performing schools that equip our students with 21<sup>st</sup> Century skills for an ever-changing global economy.*

### **Vision Statement Of the Visual and Performing Arts**

**In 3-5 years, we would like to see these essential elements integrated into our K-12 Arts Education Program . . .**

- **Ongoing, inclusive, sequential Arts Instruction (K-12)**
- **Validation of student work through Performances and Showcases**
- **Dedicated, well-equipped, accessible Space and appropriate Materials at all sites**
- **Highly-qualified, passionate, certificated Arts Education Teachers**
- **Daily, experiential, inspiring Arts Instruction that nurtures the personal expression of creativity**
- **Dedicated Leadership and Structure to ensure a thriving Arts Education Program**
- **Ongoing, mutually beneficial, relevant Community Partnerships**
- **Well-established, continually expanding Arts Education Program**
- **Diversified, strategic, structured financial resources that provide adequate funding for Duarte's Arts Education Program**

## **Project Background and Planning Process**

Throughout the years, Duarte Unified School District (DUSD) has supported arts education, with a concerted focus on music programs. The numerous awards and showcase opportunities for high school choral and instrumental programs are a testament to this effort.

On October 8, 2008, the Duarte Board of Education adopted an ambitious and comprehensive policy for the Visual and Performing Arts. In January 2011, Dr. Terry Nichols returned to lead DUSD as Superintendent. He has made the development of a K-12 music education program a priority of his administration. To further elevate quality and access to arts education for all students within the district, DUSD became designated as an 'Arts for All' district in the fall of 2013. The 6-month collaborative strategic planning process led by Arts Education Consultant Celena Turney, resulted in the multi-phase plan and supporting documents included in this packet.

## **State of the Arts in the Duarte Unified School District**

### **Strengths**

- Student participation in music festivals
- Credentialed arts teachers
- Some discipline-based and arts-integrated lessons
- Active community partners; through the city @ teen and senior centers
- Some dedicated spaces for arts instruction at elementary level
- Adequate facilities with the Performing Arts Center adjacent to schools
- Committed leadership team for the arts

### **Challenges**

- Uneven understanding of what arts education is – at every level
- Absence of district-wide policy, plan, and vision
- Lack of coordination of VAPA program at elementary levels – at and among sites
- Inconsistent funding from outside sources
- Grade level expectations are not articulated
- Uneven access to arts instruction
- Inconsistent access to musical instruments
- Insufficient PD

## **Strategic Directions and First Year Goals for the Visual and Performing Arts**

### **Sustainability**

- Approve district-wide VAPA plan and policy
- Communicate Duarte Arts Education plan, activities, and accomplishments to all stakeholders on a regular basis
- Organize and implement a joint district and community arts funding plan
- Nurture ongoing partnership with Mr. Holland's Opus Foundation

### **Infrastructure**

- Assign appropriate resources for facilities and equipment to support music instruction (K-12)
- Establish Beardsley Elementary as a Visual and Performing Arts Magnet.
- Create and implement hiring guidelines for staff teaching VAPA at all levels
- Establish district-wide VAPA coordination
- Identify non-monetary community resources

### **Content**

- Develop Program Goals and Learning Outcomes for Elementary Music Instruction.
- Provide instructors with Professional Development opportunities
- Allocate time and resources for Staff Development Days for K-12 arts instruction
- Provide the learning foundations for the appreciation and application of the arts beyond the classroom in the curriculum design for all VAPA disciplines.

***In 3-5 years, what do we want to see in place in our district's arts education program?***

| <b>Ongoing, inclusive, sequential Music Instruction (K-12)</b>  | <b>Validation of student work through Performances and Showcases</b>   | <b>Dedicated, well-equipped, accessible Space and appropriate Materials at all sites</b>  | <b>Highly-qualified, passionate, certificated Arts Education Teachers</b>   | <b>Daily, experiential, inspiring Arts Instruction that nurtures the personal expression of creativity</b>   | <b>Dedicated Leadership and Structure to ensure a thriving Arts Education Program</b>  | <b>Ongoing, mutually beneficial, relevant Community Partnerships</b>  | <b>Well-established, continually expanding Arts Education Programs</b>    |
|---|--|---|---|--|--|---|---|
| <p>Leveled music instruction at all elementary schools</p> <p>K-2<sup>nd</sup> grade instruction in rhythm and movement</p> <p>All students in 4<sup>th</sup>-6<sup>th</sup> grade have instrument or chorus</p> <p>Recorders 4<sup>th</sup> grade</p> <p>All 3<sup>rd</sup> graders learn recorder/choir</p> <p>Band/Orchestra 5<sup>th</sup>/6<sup>th</sup> grade</p> | <p>HS and MS have defined season of 2-4 shows</p> <p>Visual Arts showcase at elementary school</p> <p>Hold a production each semester</p> <p>District Choral Festival</p> <p>District Instrumental Festival</p> <p>High School Musical</p> | <p>Band instruments available at Elementary Schools</p> <p>Art Galleries and Studios in every School!</p> <p>Art displayed EVERYWHERE throughout the campus</p> <p>Orff Instruments</p> | <p>Certificated arts teachers in every school</p> <p>Visual Arts instructors at K-6 levels</p> <p>Professionally trained teachers rotate to elementary schools in all strands</p> <p>Professional development for elementary teachers</p> | <p>Train every student daily on Music, Art, etc.</p> <p>5 hours of ARTS Instruction per week</p> <p>Visual/Performing Arts as requirements at NV and DHS to graduate</p> <p>Daily Arts Class for each student (music, art, composition, design, dance)</p> | <p>Vertical planning between grades and schools</p> <p>Visual/Performing Arts Chair to oversee secondary level</p> <p>The arts have the same level of importance as other subjects</p> | <p>Find creative ways to get/keep community involved</p> <p>Community involvement to support productions</p> <p>Outside professionals brought in to perform for all schools</p> | <p>Theater class at NV</p> <p>Show Choir at DHS</p> <p>Expand on BAME</p> |

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|--|--|--|--|--|--|--|--|
| Honor<br>Choir/Band at<br>each<br>Elementary<br><br>Orff K-3<br><br>Chorus for all |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|



## Strategic Directions in Arts Education for Duarte Unified School District

|   |  |   |   |   |
|---|--|---|---|---|
| <p style="text-align: center;"><b>Sustainability</b></p> <p style="text-align: center;"><b>Policy, Funding, Program Evaluation, Communication, Advocacy, District Leadership</b></p>      | <p><b>Approve district-wide VAPA plan and policy.</b></p> <ul style="list-style-type: none"> <li>Board approve district-wide VAPA plan that includes regular monitoring, review and updating</li> <li>Establish shared vision for hiring arts personnel.</li> <li>Create district policy to specify student access to the arts</li> </ul>                                  | <p><b>Communicate plan to all stakeholders on a regular basis.</b></p> <ul style="list-style-type: none"> <li>Share vision with board and staff (internal)</li> <li>Communicate to community regarding VAPA events (external)</li> </ul>  | <p><b>Organize and implement a community-wide funding plan for the arts.</b></p> <ul style="list-style-type: none"> <li>Secure funding commitments from community</li> <li>Ensure that diverse funding streams are identified</li> </ul>                                      |   |
| <p style="text-align: center;"><b>Infrastructure</b></p> <p style="text-align: center;"><b>Admin/Coordination, Personnel, Facilities and Equipment, Partnership and Collaboration</b></p> | <p><b>Assign appropriate resources for facilities and equipment to support music instruction (K-12).</b></p> <ul style="list-style-type: none"> <li>Inventory and purchase musical instruments for elementary schools</li> <li>Designate/ build secure areas for equipment and materials storage</li> <li>Dedicate a space for music instruction at each school</li> </ul> | <p><b>Create hiring policy for staff teaching VAPA at all levels.</b></p> <ul style="list-style-type: none"> <li>Create job descriptions and experience/education requirements for HS VAPA dept instructors</li> <li>Create job descriptions and experience/education requirements for elementary music/band instructors</li> </ul> | <p><b>Establish district-wide VAPA Coordination.</b></p> <ul style="list-style-type: none"> <li>Engage all district level staff to coordinate and articulate plan</li> <li>Create District VAPA Coordinator position</li> </ul>   | <p><b>Identify non-monetary community resources.</b></p> <ul style="list-style-type: none"> <li>Identify venues and support facilities</li> </ul> |
| <p style="text-align: center;"><b>Content</b></p> <p style="text-align: center;"><b>Curriculum, Pedagogy, Student Assessment, Professional Development</b></p>                            | <p><b>Develop Scope and Sequence for Elementary Music and Visual Arts Instruction.</b></p> <ul style="list-style-type: none"> <li>Establish guidelines for instruction at each grade level</li> <li>Identify student assessment criteria for K-12 music</li> <li>Develop process and performance assessments</li> </ul>  | <p><b>Provide Instructors with Professional Development Opportunities</b></p> <ul style="list-style-type: none"> <li>Develop a PD plan in Visual Arts for K-6 teachers.</li> <li>Provide In-Service on K-12 Standards-based Arts Instruction</li> </ul>   | <p><b>Allocate time and resources for Staff Development Days for K-12 arts instruction.</b></p> <ul style="list-style-type: none"> <li>Hold vertical content meetings (K-12)</li> <li>Establish internal partnerships for performances and mentoring opportunities</li> </ul> |   |

## First Year Implementation Plan for Arts Education, DUSD

| <b>Sustainability: Leadership, Communication, Advocacy, Program Evaluation, School/District/State Policy</b>           |  |  |  |  |  |
|--|--|--|--|--|--|
| <b>1<sup>st</sup> Year Goals</b>   | <b>Quarter 1<br/>Fall 2013</b>   | <b>Quarter 2<br/>Winter 2014</b>   | <b>Quarter 3<br/>Spring 2014</b>   | <b>Quarter 4<br/>Summer 2014</b>   | <b>Possible Funding Sources/Person Responsible</b> |
| <b>Approve district-wide VAPA plan.</b>  | <ul style="list-style-type: none"> <li>• Complete VAPA Plan</li> <li>• Present draft plan to Strategic Cabinet for input 11-20-13</li> <li>• Gather final revisions from CAT at 12-4-13 meeting</li> </ul> | <ul style="list-style-type: none"> <li>• Develop board packet; send materials to Mercedes by 1-6-14</li> <li>• Submit District-wide VAPA plan that includes regular monitoring, review and updating to Board for approval on January 16, 2014</li> </ul> |  |  | CAT team members<br>Kaye Ekstrand                  |
| <b>Establish district-wide VAPA Coordination.</b>  |  | <ul style="list-style-type: none"> <li>• Develop system for communication and calendaring across district and community</li> <li>• Develop tool for sharing VAPA information</li> </ul>  | <ul style="list-style-type: none"> <li>• Coordinate scheduling with elementary principals</li> <li>• Engage all district level staff to coordinate plan (ongoing)</li> </ul>   | <ul style="list-style-type: none"> <li>• Identify district VAPA program coordination needs</li> <li>• Research VAPA coordinator roles/responsibilities across LA County</li> </ul>   | Ed Services<br>CAT members                         |
| <b>Communicate Duarte Arts Education plan, activities, and accomplishments to all stakeholders on a regular basis.</b> |  | <ul style="list-style-type: none"> <li>• Promote VAPA events on district master calendar</li> </ul>  | <ul style="list-style-type: none"> <li>• Share plan with district level staff</li> <li>• Press release to local newspapers</li> <li>• Plan to partners and stakeholders; DEF, Music Matters, new sponsors</li> </ul> | <ul style="list-style-type: none"> <li>• Plan to parents and PTAs in English and Spanish</li> <li>• Plan on FB, school and district website</li> <li>• Plan on City of Duarte outlets; website, Teen Center MYC, City Council</li> </ul> | Ed Services  |

## First Year Implementation Plan for Arts Education, DUSD

| <b>Infrastructure: Adequate Funding, Facilities &amp; Equipment, Partnerships &amp; Collaborations, Program Administration &amp; Personnel</b> |   |  |   |   |   |
|--|---|--|---|---|---|
| <b>1<sup>st</sup> Year Goals</b>   | <b>Quarter 1<br/>Fall 2013</b>  | <b>Quarter 2<br/>Winter 2014</b>   | <b>Quarter 3<br/>Spring 2014</b>  | <b>Quarter 4<br/>Summer 2014</b>  | <b>Possible Funding Sources/Person Responsible</b>  |
| <b>Organize and implement a joint district and community arts funding plan.</b>  | <ul style="list-style-type: none"> <li>• Identify current and possible funding streams from diverse sources</li> <li>• Representatives from District, Ed. Foundation, PTA, and other stakeholders meet to align initiatives</li> <li>• Draft and present arts funding proposal to Duarte Educational Foundation for 2014-2015 year</li> </ul> | <ul style="list-style-type: none"> <li>• Develop comprehensive fundraising plan that includes budget and strategic funding priorities for 2014-2015</li> </ul>   | <ul style="list-style-type: none"> <li>• Monitor fundraising progress; adjust spending plans accordingly</li> </ul>                     |   | <ul style="list-style-type: none"> <li>• Duarte Educational Foundation, Music Matters Committee</li> <li>• Mr. Holland's Opus- Tricia Steel- Jenny Owens</li> </ul> |
| <b>Create and implement hiring guidelines for staff teaching VAPA at all levels.</b>   | <ul style="list-style-type: none"> <li>• Establish shared vision for hiring arts personnel</li> </ul>   | <ul style="list-style-type: none"> <li>• Research CTC requirements and other schools/districts for teacher required qualifications</li> <li>• Create arts personnel structure that aligns with current personnel structures</li> </ul> | <ul style="list-style-type: none"> <li>• Clearly identify job descriptions and necessary credentials for K-12 arts personnel</li> </ul> | <ul style="list-style-type: none"> <li>• Create district VAPA Coordinator position job description</li> </ul> | Human Resources Relevant Arts Specialists   |

## First Year Implementation Plan for Arts Education, DUSD

| <b>Infrastructure (cont.)</b>  |  |  |   |  |  |
|--|--|--|---|--|--|
| <b>1<sup>st</sup> Year Goals</b>   | <b>Quarter 1<br/>Fall 2013</b>   | <b>Quarter 2<br/>Winter 2014</b>   | <b>Quarter 3<br/>Spring 2014</b>  | <b>Quarter 4<br/>Summer 2014</b>   | <b>Estimated<br/>Budget/Person<br/>Responsible</b>   |
| <b>Assign appropriate resources for facilities and equipment to support VAPA instruction (K-12).</b> | <ul style="list-style-type: none"> <li>• Inventory musical instruments for elementary schools</li> </ul> | <ul style="list-style-type: none"> <li>• Principals and staffs identify spaces</li> <li>• Work with M.O. to make any repairs or changes (structural/security)</li> <li>• Designate/build secure areas for equipment and materials storage</li> </ul> | <ul style="list-style-type: none"> <li>• Dedicate a space for arts instruction at each school site</li> <li>• Purchase elementary instruments</li> <li>• Develop a protocol for VAPA equipment inventory</li> </ul> | <ul style="list-style-type: none"> <li>• Expand inventory system for storage and use of VAPA resources at all sites</li> </ul> | Ed Services (funds approval)<br>Brad Patterson (facilities)<br>Principals (space allocation)<br>District Instrument Coordinator (Rich) |
| <b>Establish Beardsley Elementary as a Visual and Performing Arts Magnet.</b>                        |  |  | <ul style="list-style-type: none"> <li>• Research and visit other districts with similar school site program.</li> <li>• Articulate status quo</li> </ul>   | <ul style="list-style-type: none"> <li>• Develop multi-year strategic implementation plan.</li> </ul>                          | Jennifer Janetzke<br>Ed Services   |
| <b>Nurture ongoing partnership with Mr. Holland's Opus Foundation</b>                                | <ul style="list-style-type: none"> <li>• Inventory, document, and distribute instruments</li> </ul>      |  |   | <ul style="list-style-type: none"> <li>• Write year-end report on status of instrument use</li> </ul>                          | Instrumental Music<br>Instructors  |

## First Year Implementation Plan for Arts Education, DUSD

| <b>Content: Standards-based Curriculum, Instruction &amp; Methodology, Student Assessment, Professional Development</b>  |   |   |   |   |  |
|--|---|---|---|---|--|
| <b>1<sup>st</sup> Year Goals</b>   | <b>Quarter 1<br/>Fall 2013</b>  | <b>Quarter 2<br/>Winter 2014</b>  | <b>Quarter 3<br/>Spring 2014</b>  | <b>Quarter 4<br/>Summer 2014</b>  | <b>Possible Funding Sources/Person Responsible</b>                     |
| <b>Develop Program Goals and Learning Outcomes for Elementary Music Instruction.</b>   | <ul style="list-style-type: none"> <li>• Decide which grade levels and school sites will be taught music in first year</li> <li>• Set learning and programmatic goals and outcomes for elementary music program</li> <li>• Begin piloting elementary band program at 6<sup>th</sup> grade at Beardsley</li> </ul> | <ul style="list-style-type: none"> <li>• Begin planning for elementary music program at 6<sup>th</sup> grade at other sites</li> </ul>  | <ul style="list-style-type: none"> <li>• Monitor elementary music program progress</li> <li>• Assess program for alignment to stated goals and learning outcomes</li> </ul>               | <ul style="list-style-type: none"> <li>• Determine elementary program scheduling for 2014-2015</li> </ul> | Ed Services<br>Band Teacher<br>Vocal Music Teacher<br>Applicable staff |
| <b>Provide Instructors with Professional Development Opportunities.</b>  |   | <ul style="list-style-type: none"> <li>• Determine professional development needs around arts education for VAPA teachers at all levels at January 17, 2014 District Staff Development Day</li> </ul> | <ul style="list-style-type: none"> <li>• Establish PD priorities (teachers, levels, content)</li> <li>• Identify and research possible partnerships</li> <li>• Develop PD Plan</li> </ul> |   | Ed Services<br>Principals<br>District VAPA<br>Instructors              |
| <b>Provide the learning foundations for the appreciation and application of the arts beyond the classroom in the curriculum design for all VAPA disciplines.</b> |   |   | <ul style="list-style-type: none"> <li>• Investigate career paths in post secondary arts</li> </ul>   |   | Ed Services<br>HS VAPA Dept.   |

**Arts Education Plan**  
**Duarte Unified School District**  
Phase II 2014-2016  
Phase III 2016-2018

| <b>Focus Area: Content</b> |   |  |  |
|----------------------------|---|--|--|
| <b>Phase and Year</b>      | <b>Goals</b>  | <b>Implementation Tasks</b>  | <b>Budget Implications. Possible Sources for Funding. Point Person(s)</b>  |
| <b>2014-2016</b>           | <b>Establish a PD plan for arts education that addresses the needs of district stakeholders.</b>        | <ul style="list-style-type: none"> <li>• Research and plan for PD on standards-based discrete and integrated VAPA instruction for VAPA and generalist teachers (K-12)</li> <li>• Research and plan for PD in arts education that incorporates Common Core standards and practices</li> <li>• Research and plan for PD in arts education for administrators and parents</li> </ul>                  | Ed Services<br>Principals  |
| <b>2014-2016</b>           | <b>Develop scope and sequence for music instruction (K-12).</b>   | <ul style="list-style-type: none"> <li>• Current VAPA teachers meet to determine music needs at elementary and middle school levels</li> <li>• Research local elementary and middle school music programs to get ideas for curriculum design</li> <li>• Establish benchmarks in music for students entering Middle School and High School to guide curriculum design at previous levels</li> </ul> | VAPA Teachers<br>Elementary, Middle, and High School Band and choral music teachers<br>Ed Services               |
| <b>2014-2016</b>           | <b>Develop and begin implementing student assessment for secondary music (6-12).</b>                    | <ul style="list-style-type: none"> <li>• Research, develop, and implement student assessments for music instruction (6-12)</li> <li>• Align student outcomes in music instruction to assessments</li> </ul>  | VAPA Teachers<br>Elementary, Middle, and High School Band and choral music teachers<br>Ed Services<br>Principals |
| <b>2014-2016</b>           | <b>Research and develop a plan to incorporate the visual arts into Duarte SD's Arts Education Plan.</b> | <ul style="list-style-type: none"> <li>• Research integrated and discrete Visual Arts programs to get ideas for program (frequency and duration) and curriculum design</li> </ul>  | VAPA teachers  |

**Arts Education Plan**  
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Phase II 2014-2016  
Phase III 2016-2018

| <b>Focus Area: Content</b> |  |   |   |
|----------------------------|--|---|---|
| <b>Phase and Year</b>      | <b>Goals</b>   | <b>Implementation Tasks</b>   | <b>Budget Implications. Possible Sources for Funding. Point Person(s)</b> |
| <b>2016-2018</b>           | <b>Continue building capacity in the arts by developing a PD plan for arts that addresses the deepening awareness and competency of district stakeholders.</b> | <ul style="list-style-type: none"> <li>• Research and plan for PD on standards-based discrete and integrated VAPA instruction for VAPA and generalist teachers (K-12)</li> <li>• Research and plan for PD in arts education that incorporates Common Core standards and practices</li> <li>• Research and plan for PD in arts education for administrators and parents</li> </ul>         | Ed Services<br>VAPA Teachers  |
| <b>2016-2018</b>           | <b>Develop scope and sequence for visual arts instruction (K-12).</b>  | <ul style="list-style-type: none"> <li>• Current VAPA teachers meet to determine VA needs at elementary and middle school levels</li> <li>• Research local elementary and middle school VA programs to get ideas for curriculum design</li> <li>• Establish benchmarks in VA for students entering Middle School and High School to guide curriculum design at previous levels</li> </ul> | Ed Services<br>VAPA Teachers  |
| <b>2016-2018</b>           | <b>Develop and begin implementing student assessment for elementary music (K-5).</b>   | <ul style="list-style-type: none"> <li>• Research, develop, and implement student assessments for music instruction (K-5)</li> <li>• Align student outcomes in music instruction to assessments</li> </ul>  | Ed Services<br>VAPA Teachers  |
| <b>2016-2018</b>           | <b>Research and develop a plan to incorporate theater and dance into Duarte SD's Arts Education Plan.</b>  | <ul style="list-style-type: none"> <li>• Research integrated and discrete Theater and Dance programs to get ideas for program (frequency and duration) and curriculum design</li> </ul>   | Ed Services<br>VAPA Teachers  |

**Arts Education Plan**  
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Phase II 2014-2016  
Phase III 2016-2018

| <b>Focus Area: Infrastructure</b> |   |  |   |
|-----------------------------------|---|--|---|
| <b>Phase and Year</b>             | <b>Goals</b>  | <b>Implementation Tasks</b>  | <b>Budget Implications. Possible Sources for Funding. Point Person(s)</b>   |
| <b>2014-2016</b>                  | <b>Allocate time and resources for Staff Development arts instruction for (K-12).</b>           | <ul style="list-style-type: none"> <li>Schedule and hold meetings to articulate and align vertical content in Music</li> </ul>   | Ed Services<br>School site principals   |
| <b>2014-2016</b>                  | <b>Identify and implement internal partnerships for performing and mentoring opportunities.</b> | <ul style="list-style-type: none"> <li>Schedule a district-wide VAPA showcase</li> <li>Expand ArtPals Program to other arts disciplines and sites</li> </ul>   | Ed Services<br>Career Counselors at MS and HS<br>VAPA Department Instructors<br>ROP Arts Instructors<br>Elementary Principals |
| <b>2014-2016</b>                  | <b>Establish strategic implementation plan for Beardslee Elementary as VAPA Magnet.</b>         | <ul style="list-style-type: none"> <li>Secure funding for planning process</li> <li>Undertake strategic planning process (practical vision, current reality, strategic directions, plan for implementation/growth/monitoring)</li> </ul> | Principal<br>Ed Services  |
| <b>2014-2016</b>                  | <b>Nurture strategic, long-term partnerships for funding (grants, foundations, donors)</b>      | <ul style="list-style-type: none"> <li>Solidify relationships and develop protocols (roles/responsibilities) Duarte Education Foundation, Mr. Holland's Opus, and others</li> </ul>  | Ed Services<br>Grant Writer<br>VAPA Teachers<br>Ed Foundation   |



**Arts Education Plan**  
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Phase II 2014-2016  
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| <b>Focus Area: Infrastructure</b> |  |   |   |
|-----------------------------------|--|---|---|
| <b>Phase and Year</b>             | <b>Goals</b>   | <b>Implementation Tasks</b>   | <b>Budget Implications. Possible Sources for Funding. Point Person(s)</b>   |
| <b>2016-2018</b>                  | <b>Allocate time and resources for Staff Development arts instruction for (K-12).</b>                              | <ul style="list-style-type: none"> <li>Schedule and hold meetings to articulate and align vertical content in Visual Arts</li> </ul>  | Ed Services<br>School site principals   |
| <b>2016-2018</b>                  | <b>Identify and implement internal partnerships for performing and mentoring opportunities.</b>                    | <ul style="list-style-type: none"> <li>Monitor existing partnerships; opportunities should be rigorous, relevant to instruction and connection to real world activities, and aligned with district arts plan goals</li> <li>Invite new partners to participate</li> </ul> | Ed Services<br>Career Counselors at MS and HS<br>VAPA Department Instructors<br>ROP Arts Instructors<br>Elementary Principals |
| <b>2016-2018</b>                  | <b>Establish strategic implementation plan for Beardslee Elementary as VAPA Magnet.</b>                            | <ul style="list-style-type: none"> <li>Develop funding, administrative, and content-based structures to support new program</li> </ul>  | Principal<br>Ed Services  |
| <b>2016-2018</b>                  | <b>Establish an Arts Ed Foundation and/or Performing Arts Endowment to ensure consistent funding for the arts.</b> | <ul style="list-style-type: none"> <li>Research possible donor base for Arts Endowment</li> </ul>   | District Grant Writer   |

**Arts Education Plan**  
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Phase II 2014-2016  
Phase III 2016-2018

| <b>Focus Area: Sustainability</b> |   |  |   |
|-----------------------------------|---|--|---|
| <b>Phase and Year</b>             | <b>Goals</b>  | <b>Implementation Tasks</b>  | <b>Budget Implications. Possible Sources for Funding. Point Person(s)</b> |
| <b>2014-2016</b>                  | <b>Monitor and Update Arts Education Plan for progress and alignment to district goals.</b> | <ul style="list-style-type: none"> <li>• Plan for yearly monitoring of Arts Education Program plan</li> <li>• Make needed modifications</li> <li>• Update plans for PD, fundraising, and content to include new strategic priorities</li> <li>• Share revised plan to board and cabinet</li> </ul> |   |
| <b>2014-2016</b>                  | <b>Evaluate Arts Education Program at all levels.</b>                                       | <ul style="list-style-type: none"> <li>• Establish observation and conferencing protocols (administrators/teachers)</li> <li>• Research different ways district's are coordinating their VAPA programs (types of VAPA coordinators)</li> </ul>   | Principals<br>VAPA Teachers<br>Ed Services                                |
| <b>2014-2016</b>                  | <b>Advocate the value of arts education to parents and the community-at large.</b>          | <ul style="list-style-type: none"> <li>• Hold information sessions</li> <li>• Plan for family art-making events</li> <li>• School site showcase</li> <li>• Enlist the support and expertise of Arts for LA to guide advocacy efforts</li> </ul>  | Principals<br>VAPA Teachers   |

**Arts Education Plan**  
**Duarte Unified School District**  
Phase II 2014-2016  
Phase III 2016-2018

| <b>Focus Area: Sustainability</b> |   |  |   |
|-----------------------------------|---|--|---|
| <b>Phase and Year</b>             | <b>Goals</b>  | <b>Implementation Tasks</b>  | <b>Budget Implications. Possible Sources for Funding. Point Person(s)</b> |
| <b>2016-2018</b>                  | <b>Monitor and Update Arts Education Plan for progress and alignment to district goals.</b> | <ul style="list-style-type: none"> <li>• Plan for yearly monitoring of Arts Education Program plan</li> <li>• Make needed modifications</li> <li>• Update plans for PD, fundraising, and content to include new strategic priorities</li> <li>• Share revised plan to board and cabinet</li> </ul> | Ed Services<br>Assistant Superintendent                                   |
| <b>2016-2018</b>                  | <b>Evaluate Arts Education Program at all levels.</b>                                       | <ul style="list-style-type: none"> <li>• Establish goals and procedures for building and assessing teacher capacity in arts instruction (administrators)</li> </ul>  | Principals<br>Ed Services   |
| <b>2016-2018</b>                  | <b>Advocate the value of arts education to parents and the community-at large.</b>          | <ul style="list-style-type: none"> <li>• Develop messaging for district-wide arts education</li> <li>• Continue to support/advocate Duarte Field Tournament and similar events</li> </ul>  | HS Counselors<br>VAPA Instructors   |