

Lancaster Unified School District Strategic Plan for Arts Education

2014-2017



TABLE OF CONTENTS

| | |
|---------------------------------------|----------|
| Mission and Arts Education Background | Page 2 |
| Strengths & Challenges | Page 4 |
| Practical Vision | Page 5 |
| Strategic Directions | Page 6 |
| Implementation Plan | Page 7-9 |

LANCASTER LEADERSHIP PLANNING TEAM

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Lancaster Unified School District Mission

The mission of the Lancaster School District, a group of dedicated and caring professionals, is, with the support of the community, to develop academic and personal excellence in all students through a rigorous curriculum infused with high expectations within a safe and secure environment fostering socially responsible citizens who enrich our diverse community.

Focusing on Student Achievement - Supporting Teachers - Creating Success

- Good first instruction
- Core instructional programs
- Curriculum research and development
- Response to intervention
- English language learner programs
- Professional learning communities
- Data and technology integration
- Staff Development
- Instructional Support Specialists
- Teacher Support Services: BTSA, PAR, Intern
- State and Local Assessments

Arts Education Background

In 2007, Lancaster became an *Arts for All* school district and developed a 3-5 year strategic plan for arts education. A community arts team identified sustainability efforts and professional development in the arts as a focus to strengthen the programming and implementation in the arts. Prior to 1992 all schools had band, strings and vocals. There was one music teacher in the district who was shared across school sites and each May the music program was highlighted in a year end festival. Also in 1992 music teachers were RIFT leaving a band teacher in place at the middle schools.

The Lancaster Education Foundation (LEF) has been a strong partner in the district and continued to fund the band and performing arts during the cutbacks in 1992. Prior to 1997 each middle school had an art teacher and there were art nights and some artist-in-residence programs sprinkled across school sites. The challenges of NCLB altered the visual art offerings at several sites. LEF and partnerships with the Lancaster Performing Arts Center and the Museum of Art History were instrumental in keeping some programming and exposure to the arts alive.

In 2013, the school district elected to revisit and revise the strategic plan developed in 2007. A small committee was convened to examine the old plan and identified new goals for arts education based on the districts commitment to 21st Century teaching practices and the new Common Core State Standards (CCSS). The district saw the value in re-energizing the arts as a pathway to connecting creative and innovative strategies for deepening student learning across

subject areas. Over the last couple of years the efforts around integrating the arts into other subject areas has expanded due to the following key district actions:

- Continued support from the Lancaster Education Foundation to further arts efforts
- Courageous and innovative leadership focused on creating diverse opportunities for all students
- Increased teacher knowledge about the power of Arts Integration
- Partnership with Lancaster Performing Arts Center and The Kennedy Center to provide on-going high quality professional development for teachers
- Guidance and support from *Arts for All* to realign goals in the 2007 arts education strategic plan and participation in the Teaching Creativity: Arts and the Common Core series, designed by Los Angeles County Office of Education and *Arts for All*.

Being that the district has embraced an integrated approach to the implementation of Common Core and 21st Century Teaching and Learning, through collaboration, all teachers have contributed to the creation and development of this rigorous new approach. In every classroom and every school, content and instruction is connected through interdisciplinary units of study that are tied to the four C's of the states adopted 21st Century Framework: Creativity, Critical Thinking, Communication and Collaboration. It is the goal of the district that creativity and the arts will be an integral part of every unit of study, with all students engaged in the creative process to synthesize and demonstrate and their evolving understandings.

In looking to the future, the district identified the following vision elements to support revitalizing the arts education plan:

1. Equitable access to arts education for all Lancaster Unified School District students
2. Ongoing hands-on training and professional development for teachers and administrators
3. Engaging curriculum and instruction that includes evaluation and assessment of student learning
4. Sustainability support for systems: funding, administration, communications, facilities
5. Productive community and business partnerships
6. Informative program evaluation
7. Celebration of student learning in the arts

Arts for All Focus Areas:

- Curriculum & Instruction:
 - Engaging curriculum and instruction that includes evaluation and assessment of student learning
 - Equitable access to arts education for all Lancaster USD students

- Professional Development:
 - On-going hands-on training and professional development for teachers and administrators
- Partnerships & Collaborations:
 - Productive community and business partnerships
- Funding & Program Administration:
 - Sustainability support for systems: funding, administration, communications, facilities
- Program Evaluation:
 - Informative program evaluation

Strengths and Challenges

The 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.

| Strengths | Challenges |
|---|--|
| <ul style="list-style-type: none"> • Effective coaching model • Lancaster Education Foundation Partnership • Partnership with Arts for All • Partnership with Kennedy Center • 2 school sites considering becoming a Visual & Performing Arts campus • 1 school site considering STEM focus • Existing teacher capacity in the arts • Performing Arts Middle School Elective • Shared leadership & ownership within the district when implementing all content areas • Elementary school-wide musicals • A variety of performing arts opportunities • District-wide interest in arts integration (teachers and administrators) • Enthusiasm about integrating the arts into interdisciplinary units and planning | <ul style="list-style-type: none"> • Uncertainty of funding • Shifts in district priorities • Demands of accountability • Unclear and in-experienced about the power of arts integration • Outdated strategies for arts implementation • Arts not seen as a content area • Insufficient understanding of the arts elements (visual art, theatre, music, dance, media arts) • Teacher insecurity around using arts strategies to teach other content • Teachers and school sites unsure if district expectations around the arts • A change wave moving from a top down leadership style to a shared leadership • Opportunity and panic in the same room, lots of dissidence due to change • Too many competing priorities • Restricted planning opportunities |




Lancaster Unified School District Vision for Arts Education – January 2014

What will be in place as the result of our actions in the next 2-3 years?


| Equitable Access to Arts Education | On-going Training and Professional Development | Engaging Curriculum and Instruction that includes evaluation and assessment of student learning | Productive Community and Business Partnerships | Sustainable Support for Systems: Funding, Administration, Communication, Facilities | Community-wide Celebration of Student Learning in the Arts | Informative Program Evaluation: Revisit, Reflect and Revise |
|--|---|---|---|---|--|---|
| <p>Elementary & Middle VAPA standards are integrated into core curriculum</p> <p>Re-establish arts electives for all middle school students</p> <p>Articulated structured programs at VAPA schools</p> <p>All students will participate in a visual and performing arts elective</p> <p>Opportunities for all students to experience VAPA field trips and assemblies</p> | <p>VAPA Committee at each school (Teachers)</p> <p>VAPA Professional Development for teachers in various genres/art forms that will include exploration of art elements (visual art, music, theatre, dance, media)</p> <p>Cross-curricular teaching at all schools</p> <p>All teachers provided effective instructional strategies for teaching arts integration</p> <p>Professional Development in classroom management models and strategies for arts integration</p> <p>Highlight/provide evidence based research that supports the concept that the arts improve student learning</p> | <p>Standards based arts integration is a key component of interdisciplinary units of study</p> <p>All students will have access to arts disciplines and activities as a part of the interdisciplinary units</p> <p>The arts are a key component of facilitating school wide connectedness</p> <p>The arts connect to 21st Century themes and careers</p> <p>Measureable student achievement that supports the increase of critical thinking skills</p> <p>Cross-cultural exposure/appreciation comes through arts education</p> <p>The arts provide avenues for student self-reflection and prepares students for college and career readiness</p> | <p>Foster a symbiotic relationship with the community/city/colleges</p> <p>Work with LPAC to increase opportunities for students' art exposure, exhibition, etc.</p> <p>Implement Kennedy Center Partnership/Professional Development for all teachers</p> <p>Expand Theatre of Hearts to more school sites</p> <p>Partnership with businesses/professionals to provide resources, facilities and showcase opportunities for student artistic expression</p> <p>Develop parent connectedness to school district community through the arts education their child experiences</p> <p>Mentorships for students lacking parental support</p> <p>Integrate arts into community surveys</p> <p>Careers in the arts provide real world opportunities and support for student artistic expressions</p> | <p>Dedicated space for VAPA at school sites</p> <p>Creative funding for the arts</p> <p>Technology integrated</p> <p>VAPA curriculum supported monetarily by district and school sites</p> <p>Establish guidelines for securing resources and materials for classroom use</p> | <p>Many opportunities for student performances and display of art work</p> <p>Site based art event/exhibitions</p> <p>Victory event: A district wide VAPA festival and arts exhibit</p> <p>CREATE Festival</p> | <p>Stop and pause for CIA Team</p> <p>On-going monitoring of plan</p> <p>Include questions about the arts on school connectedness survey</p> <p>Survey grant recipients: teachers, students</p> |

Strategic Directions for Lancaster Unified School District

What innovative, substantial actions can we take to address our obstacles and move towards our vision?

| | | | |
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| <p style="text-align: center;">Content</p>  <p style="text-align: center;">Curriculum, Pedagogy, Student Assessment, Professional Development</p> | <p>Define and Measure Success of Implementing Interdisciplinary Units</p> <ul style="list-style-type: none"> • Develop art digital portfolios for students. (Access year to year to see growth) • Create an arts integration survey for grant winners • Develop clear tool to evaluate effectiveness of arts integration or engagement (school climate) • Monitor data of interdisciplinary classrooms and share results • Create an IPG Instruction Program Guide for arts integration • Create a survey to assess how the arts impacts student learning/academic achievement • Set criteria for acceptable practices in integrating the art | <p>Provide Training & Education for Lancaster Teachers and Administrators</p> <ul style="list-style-type: none"> • Design a Professional Development Plan • Create more time for teacher planning in the arts • Joint administration and teacher arts integration Professional Development • Deliver PD in arts integration that addresses VAPA standards aligned with other content area standards | <p>Support and Deliver Engaging Arts Integration</p> <ul style="list-style-type: none"> • Model arts integration lessons in classrooms with current standards addressed • CC Academy focus on arts integration • Assist VAPA school for “better” implementation → results. • Continue to support CCI Unit. Arts as a category (evolution) |
| <p style="text-align: center;">Infrastructure</p>  <p style="text-align: center;">Admin/Coordination, Personnel, Facilities and Equipment, Partnership and Collaboration</p> | <p>Build a Community of Shared Leadership</p> <ul style="list-style-type: none"> • Designate an “arts leader” at each site • Establish a district arts committee to support the collection of quality student art work aligned to interdisciplinary goals <p>Develop Strategic Partnerships</p> <ul style="list-style-type: none"> • Collaborate with Lancaster Performing Arts Center (LPAC) and Museum of Art History (MOA) to support student exposure to the arts community and careers | <p>Supportive Administrative Actions</p> <ul style="list-style-type: none"> • Dedicate money & time to support arts education priorities • Include arts integration in SPSA goals and action steps (school plan) • Percent of funding required to go to arts (school plan) • Specify expectations through LCAP plan goals/budget • Dedicate arts space at school sites to include resources and supplies | |
| <p style="text-align: center;">Sustainability</p>  <p style="text-align: center;">Policy, Funding, Program Evaluation, Communication, Advocacy, District Leadership</p> | <p>Highlighting Success through Increased Communication</p> <ul style="list-style-type: none"> • Showcase exemplary grant projects in district dispatch, websites • Report out on the arts at district-wide meetings • Develop/expand 2014-2015 CREATE Festival • Highlight successful practice and implementation • Increase communication across school sites regarding the arts <ul style="list-style-type: none"> • Collect integrated arts lessons/units on website – not just add-ons. | <p>Creative operations for funding and resources</p> <ul style="list-style-type: none"> • Development of new funding partners • Creative utilization of materials/funds to maximize reach • Review/research funding opportunities for the arts • Partner with PTA to fund VAPA experiences | <p>Program Evaluation</p> <ul style="list-style-type: none"> • Implement effective practices in evaluating programs (i.e. <i>Arts for All Survey</i>) to ensure successful growth and implementation |

Identified actions and goals to be achieved during year one implementation

| Strategic Direction | Qtr 1 (Aug – Sept) | Qtr 2 (Oct-Dec) | Qtr 3 (Jan-March) | Qtr 4 (April – June) |
|---|---|--|---|--|
| <p style="text-align: center;">CONTENT</p>  <p style="text-align: center;">Curriculum, Pedagogy, Student Assessment, Professional Development</p> | <p>Define and Measure Success of implementing interdisciplinary units</p> <ul style="list-style-type: none"> Select and convene team members to identify criteria for arts integration Create an IPG Instruction Program Guide for arts integration that sets criteria for acceptable practices in integrating the arts Analyze 2014 Create Festival survey to assess how the arts impacted student learning and teacher efficacy Create a narrative of qualitative results <p>Providing Training & Education for Lancaster Teachers and Administrators</p> <ul style="list-style-type: none"> Design a Professional Development Plan, which will include Common Core Academy, Kennedy Center Cohort, LEF Grant Identify cohort and a provider for a one day visual arts professional development workshop Develop and implements arts integration component to Intermediate and Advanced Interdisciplinary Planning (ongoing) | <p>Define and Measure Success of Implementing Interdisciplinary units</p> <ul style="list-style-type: none"> Collaboratively Identify parameters for 2015 Create Festival Craft Create Festival “Mini Grant” and send to schools <p>Support and Deliver Engaging Arts Integration</p> <ul style="list-style-type: none"> Cohort 1 (LEF) receives one day PD/visual arts (pull out) Cohort 2 (Kennedy Center) receives after school performing arts PD Christa delivers Common Core Academy <i>Visible Thinking</i> PD | <p>Define and Measure Success of Implementing Interdisciplinary units</p> <ul style="list-style-type: none"> Process “Mini Grants” and announce recipients <p>Support and Deliver Engaging Arts Integration</p> <ul style="list-style-type: none"> Cohort 1 (LEF) receives day II PD/visual arts Cohort 2 (Kennedy Center) receives day II after school Christa delivers Common Core Academy <i>Visible Thinking</i> PD | <p>Define and Measure Success of Implementing Interdisciplinary units</p> <ul style="list-style-type: none"> Create a survey to assess how the Create Festival impacted student learning and teacher efficacy Take photos of Create Festival and develop a digital portfolio <p>Support and Deliver Engaging Arts Integration</p> <ul style="list-style-type: none"> Cohort 1 (LEF) receives one day III PD/visual arts Cohort 2 (Kennedy Center) receives day III after school Christa delivers Common Core Academy <i>Visible Thinking</i> PD |

INFRASTRUCTURE



Administration,
Coordination, Personnel,
Facilities and Equipment,
Partnerships and
Collaboration

Build a Community of Shared Leadership

- Assign LEF and Kennedy Center Cohort leaders for each school
- Jo Dee Luna monitors Arts for All Grant benchmarks and expectations (ongoing)
- Christa Erolin monitors Kennedy Center Grant benchmarks and expectations (ongoing)

Supportive Administrative Actions

- Christa monitors LEF Grant and Kennedy Center Grant budget and other funding streams (ongoing)
- JoDee/Beth schedules PD days: room assignments, coordinate with provider, purchase supplies
- Continue fostering and developing relationship with LPAC and MOAH
- Revisit with Christa arts integration goals related to SPSA (ongoing)

Continue with ongoing tasks in order to assess progress at weekly district coaches meetings

Develop Strategic Partnerships

- Reach out to MOAH, LPAC, City of Lancaster Consultant, and Blvd Association

Supportive Administrative Actions

- JoDee select and contact grant recipients with Christa
- Reserve venues for Create Festival
- Attend to all Create Festival tasks: contracts, board submission for community art demonstration, flyers, posters
- Contact media (paper and radio) for advertisement
- Design banners for tents

Supportive Administrative Actions

- Finalize and implement Create Festival: gather art, monitor logistics

SUSTAINABILITY



Policy, Funding,
Program Evaluation,
Communication, Advocacy,
District Leadership

Highlighting Success through Increased Communication

- JoDee Luna develops a showcase of exemplary grant projects in district dispatch (Dr. Bowers)
- Create website focus page
- Increase communication across school sites regarding the arts: outline information pathway

Highlighting Success through Increased Communication

- Christa reports out on the arts at district-wide meetings

Creative operations for funding and resources

- Manage current resources and access viability




Ongoing Program Evaluation (informal)

- Attend to ongoing tasks: reflect, track, implement, modify as needed

Program Evaluation (formal)

- As a team, reflect on present practices
- Identify and target key goals for 2015-16
- Design survey for teachers who participated in CCA PD, Cohorts, Create Festival

Year 2-3 Phased Action Plan - Lancaster School District 2015-16, 2016-17

| Strategic Direction | Year 2: 2015-2016 | Year 3: 2016-2017 |
|---|---|--|
| <p style="text-align: center;">CONTENT</p>  | <p>Define and Measure Success of Implementing Interdisciplinary units</p> <ul style="list-style-type: none"> • Create a survey to assess how the Create Festival impacted student learning and teacher efficacy • Continue to add to the CIA website page to showcase digital portfolio, which highlights the CREATE Festival, student art, and professional development • Develop a clear tool to evaluate effectiveness of arts integration or engagement (school climate) <p>Providing Training & Education for Lancaster Teachers and Administrators</p> <ul style="list-style-type: none"> • Create more time for teacher planning in the arts | <p>Define and Measure Success of Implementing Interdisciplinary units</p> <ul style="list-style-type: none"> • Create a survey to assess how the Create Festival impacted student learning and teacher efficacy <p>Support and Deliver Engaging Arts Integration</p> <ul style="list-style-type: none"> • Continue to support CCI Unit. Arts as a category (evolution) • Cohort 1 (LEF) receives one day PD/visual arts (pull out) |
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