iLEAD California

Five Year Strategic Arts Plan

2023-2028

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iLEAD California Arts Education Background

iLEAD California Mission, Vision and Philosophy

Mission and Vision:
The mission of iLEAD is to empower learners to become conscientious, compassionate, and responsible citizens of the world. In this process we inspire them to become **creative thinkers** and leaders, with a lifelong love of learning.

The vision of iLEAD is that **all learners would become creative problem solvers**, critical thinkers, compassionate leaders, conscientious collaborators, and responsible citizens who develop a lifelong love of learning. These are the qualities that develop our learners into leaders, today and in the future.

In 2018 iLEAD California, formerly iLEAD Schools, adopted a 5-year Arts Strategic Plan that aimed to increase the equitable arts learning experiences for all learners in all grades across the iLEAD California Charter School Network through increased learning opportunities and partnerships with arts organizations and providers, allowing schools to focus on the arts as a tool to enhance iLEAD's social-emotional learning development. Since 2018 iLEAD California has:
- Created a new position to coordinate arts learning and professional development at the school program level.
- Surveyed learners and families to understand our educational partner's needs and desires for arts learning.
- Partnered with: Everyday Arts, Drama Education Network, CEED TV, REMO, UCLA Arts and Healing, Los Angeles County Dept of Arts and Culture, Arts for Santa Clarita, Get Lit, City of Santa Clarita, Los Angeles County Arts Ed Collective, LACOE Center for Online and Distance Learning (C-DOL), and the California Arts Council.
- Secured over $138,351 in funding to offset costs of increased arts learning across the iLEAD network.
- Supported school finance to align with quality arts initiatives using LCFF funding.
- Provided arts-focused professional learning each year to support high-quality arts education, and integration of the arts into project-based and social-emotional learning.
- Supported the launch of several arts programs at iLEAD schools, including: Musical Theatre elective, VR Technology elective, Integrated Drama, Music, and Visual Arts.
- Developed CTE pathways in the arts, media, and entertainment industry sector, including pathways in:

  - Photography
  - Digital Arts
  - Animation
  - Fine Arts
  - Game Design

  - Theatre Arts
  - Theatre/Stage Management
  - Journalism
  - Video Production
  - Film Studies

In December 2022, the iLEAD network of schools established an Arts Planning Committee to develop a new five-year strategic plan for arts education, with members of each school as well as iLEAD California support providers present. Through a consensus building process, the following vision elements were created to support arts education goals and priorities across the organization.

With the five year plan, the iLEAD network of schools strives to implement the following:

- ☐ Support provided by iLEAD California to individual iLEAD school arts education planning, implementation, and integration of resources
- ☐ Cultivated culturally scaffolded instruction that leads to dynamic comprehension
- ☐ Arts learning as an equitable and inclusive means to understanding culture and identity
- ☐ Engaging interdisciplinary staff development and collaboration
- ☐ Passionate and knowledgeable administration and staffing
- ☐ Accessible communication systems to support arts education within and across iLEAD school programs
- ☐ Enriching CTE Pathways
- ☐ Spotlighted learner artistic expression
- ☐ The arts as a vehicle for uplifting the iLEAD Model, including project-based learning, social emotional learning, individualized learning
- ☐ The arts as a vehicle for uplifting the iLEAD Learner Outcomes

The Arts Planning Committee identified the strengths each school could build on (school and network individual and collective assets) and the challenges it would face as it moved toward enacting the newly developed vision for implementing the arts.

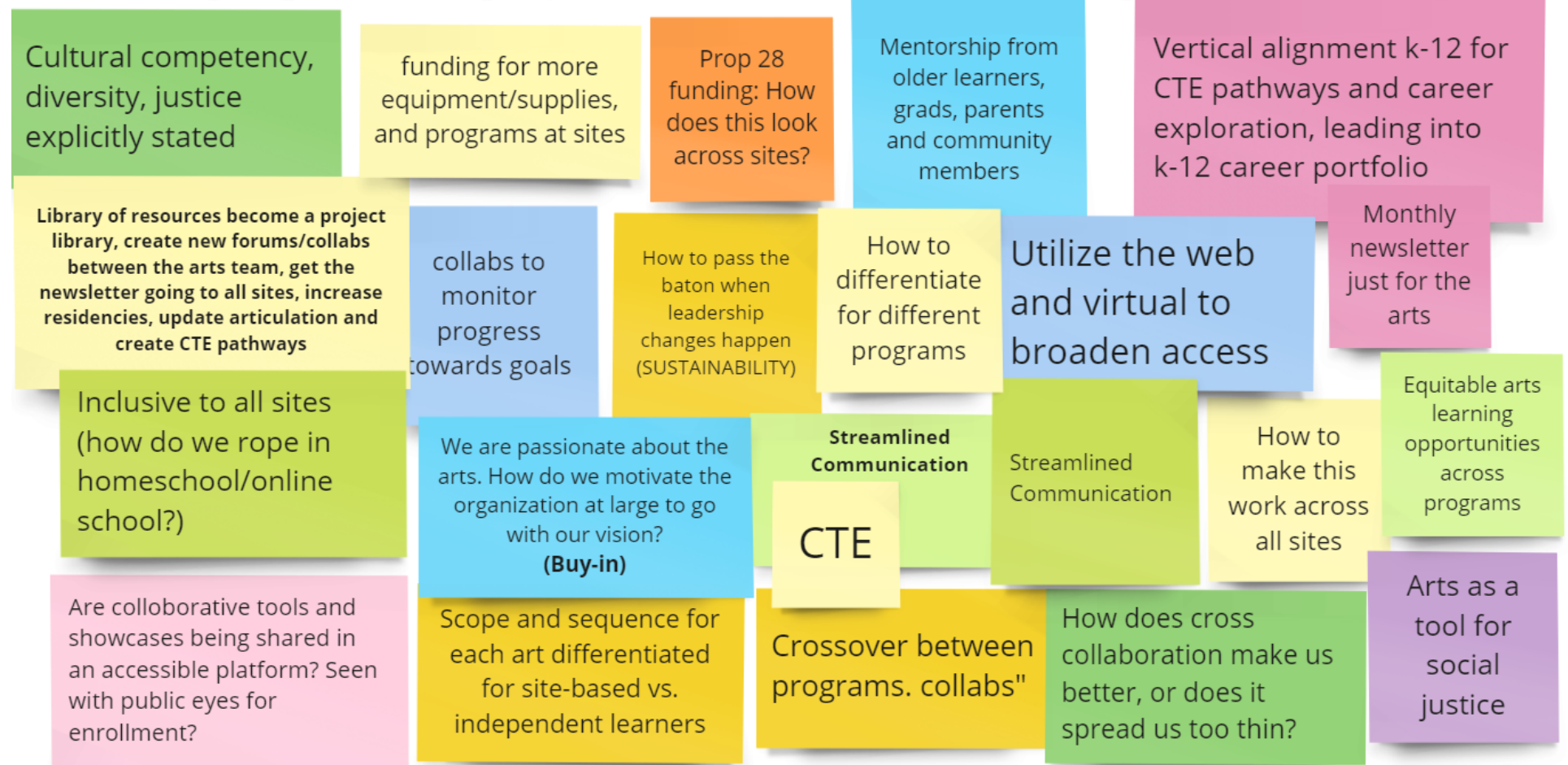| Strengths *Momentum toward our vision*	Challenges *Forces resisting our new direction*
- Innovative, passionate and dedicated staff exists - Surrounded by a resourceful community - Supportive School Boards - Strong theatre/drama program at SCVi - An optimistic and positive workplace - Project based learning allows easily doing arts integration - Facilitators receive regular and comprehensive professional development - The potential of new funding streams for sites, and programs (Prop 28, Block Grant, etc.) - Freedom to develop or tweak curriculum (except for IB) - High quality teaching artists at site-based schools - Live music, and learners have smaller concerts that they put on for the faculty and parents - Focused and personalized learning - CTE pathways developed based on learner preferences - Community partners - rigorous and resourceful - Opportunities: many options for learners to explore art - Parent involvement/partnership - All iLEA Exploration learners in all grades have the option to participate in the arts - offering learners voice and choice	- Competing priorities within the organization - Insufficient funds to meet long term goals - A limited understanding of the value of arts learning exists amongst some - iLEAD's identity is currently undefined - Each school/program is varied from the others - Unsustainable asks from an overworked staff - Insufficient staffing for the stated needs of the school - All six iLEAD schools are autonomous and separate entities - Facilitators feel undervalued and burnt out at times - A central meeting place or location doesn't exist - Student investment is high, but non arts facilitators and some administrators investment is low - School are mostly small with big visions and many programs - Campuses develop their own programming - There's a possibility that the "A" in iLEAD may not continue to refer to the arts - It may be impractical for all Exploration learners to use funds to support arts

Opportunities to consider:

-Sustain and deepen arts integration and project-based learning -Set site-based priorities, protocols, and expectations -Establish site coordinators for the arts. Separate role from arts facilitators. -Allow each site to elect which arts disciplines they want to teach discreetly	-Institute site specific plans for the arts -Uplift personalized learning and choice -Prop 28 planning is a place to make the case for each site -Should each site have its own arts policy?

Review of the iLEAD Schools/iLEAD California 2018 - 2023 Arts Education Plan

In looking to the future, the Arts Planning Committee also reviewed the previous Five Year Strategic Plan to reflect on accomplishments, gaps and challenges the network encountered in implementing the plan. The reflection also took into account items the planning team felt were important to keep in mind as they moved forward with developing a new plan.

In Reviewing the previous arts plan, the team would like to see the following reflected in the new plan:

Cultural competency, diversity, justice explicitly stated

funding for more equipment/supplies, and programs at sites

Prop 28 funding: How does this look across sites?

Mentorship from older learners, grads, parents and community members

Vertical alignment k-12 for CTE pathways and career exploration, leading into k-12 career portfolio

Library of resources become a project library, create new forums/collabs between the arts team, get the newsletter going to all sites, increase residencies, update articulation and create CTE pathways

collabs to monitor progress towards goals

How to pass the baton when leadership changes happen (SUSTAINABILITY)

How to differentiate for different programs

Utilize the web and virtual to broaden access

Monthly newsletter just for the arts

Inclusive to all sites (how do we rope in homeschool/online school?)

We are passionate about the arts. How do we motivate the organization at large to go with our vision? **(Buy-in)**

Streamlined Communication

Streamlined Communication

How to make this work across all sites

Equitable arts learning opportunities across programs

CTE

Are colloborative tools and showcases being shared in an accessible platform? Seen with public eyes for enrollment?

Scope and sequence for each art differentiated for site-based vs. independent learners

Crossover between programs. collabs"

How does cross collaboration make us better, or does it spread us too thin?

Arts as a tool for social justice

STRATEGIC DIRECTIONS

To guide the new plan and to address the challenges, the team reflected on the following question: *What creative and innovative actions can we take to address our challenges and move toward our vision?* As a result, the following strategic directions and goal areas were developed to frame plan implementation:

STRATEGY 1: Support Site Specific Instructional Needs for the Arts

       Goal A: Identity Arts Priorities and Programming Annually (with each School Program)
       Goal B: Create a pathway for arts collaboration within and between sites.
       Goal C: Support the allocation of resources for the arts

STRATEGY 2: Amplify Arts Priorities and Build Communication Systems

       Goal D: Codify the arts in the iLEAD Model
       Goal E: Create pathways of communication

STRATEGY 3: Provide Support in the areas of Curriculum, Professional Learning, and Partnerships

       Goal F: Engage in professional learning and collaboration
       Goal G: Create an inclusive integrated arts curriculum that supports the core values of iLEAD
       Goal H: Increase community connections and partnerships

Phase I Implementation Plan – 2023-2025
Strategic Direction: Support Site Specific Instructional Needs for the Arts

Goal: Identity Arts Priorities and Programming Annually with each School Program		
Action(s)	**Tasks**	**Measurable Outcome**
Identify methodology for assessing arts partner needs (learners, facilitators, parents, community, etc.)	❏ Assist each site with evaluating current programming, and identifying specific needs. ❏ Disseminate and compile data to be shared.	✓ Annual iCA survey results ✓ Annual school survey results
Identify the arts focus areas and needs for each site (Ongoing)	❏ Utilize existing survey data. ❏ Gather data annually using surveys, school director meetings, and various means of street data. ❏ Work with school program directors as requested to analyze data and identify priorities	✓ Annual staff, parent, learner surveys ✓ School program director meeting agendas
Support each school program by defining what arts integration and discrete learning in each art form looks like (dance, visual arts, theatre, music, media arts) (Ongoing)	❏ Communicate with school programs and provide needed resources that align with different arts disciplines and arts integration models. ❏ Utilize community partnerships and resources to connect school programs to needed resources	✓ Sites accessing resources aligned to discipline-specific, and arts integration needs ✓ Evidence of the arts being integrated into student work and project-based learning

Goal: Create a pathway for arts collaboration within and between sites.		
Action(s)	**Tasks**	**Measurable Outcome**
Support the creation of norms and systems that allow schools to collaborate within and between the schools. (Ongoing)	❏ Provide opportunities for school site or cross site arts collaboration at iCA Professional Learning. ❏ Offer regular scheduled arts collaborations between school sites supporting collaborative arts growth	✓ Evidence of growth in collaboration between sites ✓ Scheduled meetings and agenda items

Goal: Support the allocation of resources for the arts		
Action(s)	**Tasks**	**Measurable Outcome**
Support school planning and implementation with arts education resources (Ongoing)	❏ Provide budget guidance for the arts to school directors annually. ❏ Support staffing and facilities planning for the arts annually. ❏ Guide state and federal programs initiatives related to arts funding and compliance.	✓ Arts initiatives in budget ✓ Agendas with Directors ✓ Arts-related funding plans
Communication of arts plan and resources annually (Ongoing)	❏ Establish communication systems for sharing of strategy and resources. ❏ Communicate arts plan and school resources regularly.	✓ LMS system usage ✓ Staff agendas
Support sites with Prop 28 and other state and federal funding allocation decisions	❏ Inform school directors of Prop 28 updates as they become available ❏ Provide support for school directors in Prop 28 Board plan proposal and annual reporting.	✓ Planning meeting agendas ✓ Prop 28 Board approved plan ✓ Prop 28 communications

Strategic Direction: Amplify Arts Priorities and Build Communication Systems

Goal: Codify the arts in the iLEAD Model		
Action(s)	**Tasks**	**Measurable Outcome**
Define and communicate how the arts are used to support learner outcomes (Ongoing)	❏ Embed the arts in the 'learner outcomes indicators and measures'. ❏ Train and communicate learner outcomes to staff. ❏ Align arts programming to learner outcomes.	✓ Learner Outcomes ✓ PL agendas

Goal: Create pathways of communication		
Action(s)	**Tasks**	**Measurable Outcome**
Make the arts plan(s) visible and accessible to all (communications pipeline)	❏ Post arts plan on school websites ❏ Present strategic arts plan at iCA Board meeting ❏ Discuss strategic arts plan annually	✓ Arts plan platform identified and made public ✓ Evidence of arts plan goals and actions being implemented across sites
Curate a digital space to share arts resources with school staff.	❏ Gather resources ❏ Create Learning Object Repository (LOR) ❏ Populate LOR ❏ Provide training and support for school staff to use the LOR	✓ Facilitators accessing and contributing to an assigned resource space or portal for the arts (lessons, strategies, arts-based project ideas, partnership, residencies, etc.)

Strategic Direction: Provide Support in the areas of Curriculum, Professional Learning and Partnerships

Goal: Engage in professional learning and collaboration		
Action(s)	**Tasks**	**Measurable Outcome**
Support sites with creating cross-collaboration between arts teams where needed (Ongoing)	❏ Provide annual opportunities for cross-school collaboration and sharing ❏ Provide digital opportunities for ongoing collaboration, resource sharing, communication throughout the year	✓ Collab agendas ✓ iCA survey
Support schools in finding outside professional development and arts-related resources (Ongoing)	❏ Create a resource list of professional development providers to share with sites ❏ Update resource list annually	✓ Resource list ✓ iCA Survey feedback from school directors

Goal: Develop arts learning in alignment with iLEAD core values		
Action(s)	**Tasks**	**Measurable Outcome**
Highlight cultures to increase cultural competence (Ongoing)	❏ Include artists in lesson plans that are diverse and inclusive of our goals (Part of the "I can" and PBL). ❏ Provide resources and support in utilizing the arts in the understanding of the individual self in relation to local and global cultures.	✔ Annual family, staff, and learner surveys ✔ Learning Object Repository keyword tags
Provide curricular resources for implementing the arts at iLEAD (Ongoing)	❏ Provide access to arts opportunities that can be done independently. ❏ Create an Art PBL and SEL idea bank (or buy one that exists).	✔ Creation of iLEAD Arts PBL and SEL idea bank accessible to staff.

Goal: Increase community connections and partnerships		
Action(s)	**Tasks**	**Measurable Outcome**
Implement CTE Industry Advisory Committees, work-based learning partnerships and industry-recognized certifications (Ongoing)	❏ Provide schools with a CTE Advisory Committee guidebook. ❏ Support CTE industry sectors in forming an advisory committee to meet 1x annually. ❏ Support schools in providing and reporting work-based learning opportunities for learners. ❏ Support schools in providing industry-recognized certifications through web platforms, community connections, and coordination of events.	✔ The number of learners who complete a CTE capstone course ✔ Number of learners who complete work-based learning hours ✔ Number of learners who earn an industry-recognized certification ✔ Advisory Committee meeting minutes
Provide and support community-based connections with artists and arts organizations (Ongoing)	❏ Invite arts college guest speakers. ❏ Invite professional artists to present to learners and staff. ❏ Provide resources for field trips to engage in arts experiences.	✔ Annual parent, learner, and staff surveys ✔ Number of arts-related community events/opportunities annually per school

Phase II Implementation Plan – 2026-2028
Strategic Direction: Support Site Specific Instructional Needs for the Arts

Goal: Identity Arts Priorities and Programming Annually with each School Program		
Action(s)	**Tasks**	**Measurable Outcome**
Utilize annual reporting of arts education impact to inform arts priorities (Ongoing)	❏ Incorporate arts education data and storytelling into school communications and celebrations and successes	✓ Data and storytelling visible on school websites, platforms, and public documentation

Goal: Create a pathway for arts collaboration within and between sites.		
Action(s)	**Tasks**	**Measurable Outcome**
Build capacity of site collaboration based articulated needs and within the iLEAD Model of individualized support	❏ Ongoing coaching and sharing of resources that supports capacity building of arts collaborations. ❏ Collaboration with site directors to identify arts collaboration goals.	✓ Collab agendas ✓ Staff surveys

Goal: Support the allocation of resources for the arts		
Action(s)	**Tasks**	**Measurable Outcome**
Ongoing support provided to sites with Prop 28 and other state and federal funding allocation decisions	❏ Informing school directors of Prop 28 and additional arts funding resource updates as they become available.	✓ Planning meeting agendas ✓ Prop 28 Board approved plan ✓ Prop 28 communications

Strategic Direction: Amplify Arts Priorities and Build Communication Systems

Goal: Codify the arts in the iLEAD Model		
Action(s)	**Tasks**	**Measurable Outcome**
Support schools with the implementation of the Regional Blueprint for Arts Education and California VAPA standards within the iLEAD Model	❏ Include Regional Blueprint of Arts Education, VAPA Standards, and other requested guiding documents and resources to schools on a shared platform and within relevant. professional development opportunities ❏ Provide requested professional development in implementing the arts within the iLEAD model.	✓ Resources accessible on shared platform ✓ Professional development agendas and outcomes

Goal: Create a pathway for arts collaboration within and between sites.		
Action(s)	**Tasks**	**Measurable Outcome**
Create an external facing platform to engage all community partners in the arts	❏ Present arts showcases as a way to foster the arts as a valued part of iLEAD. ❏ Learning Period Arts Newsletter of PBL ideas/challenges, events, and highlights. ❏ Develop a platform for parent and learner voices. ❏ Create a digital landing space to spotlight the arts.	✓ Platform content ✓ Platform engagement

Strategic Direction: Solidify Curriculum, Professional Learning and Partnerships

Goal: Develop arts learning in alignment with iLEAD core values		
Action(s)	**Tasks**	**Measurable Outcome**
Identify and support schools in using the arts as a vehicle for the iLEAD Model, including PBL, SEL,	❏ Model best practices ❏ Advise curriculum and resources	✓ Learner achievement data

individualized, and equitable learning.	❏ Support living into the equity statement through the arts.	✓ Learner/family surveys ✓ Project Design Guides ✓ iLEAD Learner Outcomes and SEL ROPs

Goal: Increase community connections and partnerships		
Action(s)	**Tasks**	**Measurable Outcome**
Increase college credit, including dual enrollment partnerships and opportunities	❏ Initiate formal MOU partnerships with local community colleges. ❏ Continue to participate in CCOC CTE regional planning and collaboration. ❏ Provide support for school counselors in the concurrent and dual enrollment processes. ❏ Explore articulation of CTE concentrator and capstone courses.	✓ Number of MOUs with community colleges ✓ Number of learners who complete a college credit course ✓ Counselor Collab agendas
Vertically align college/career readiness pathways K-12	❏ Complete CTE pathway mapping with support of CCOC office. ❏ Articulate CTE pathways on websites, annually in staff training, and as needed.	✓ CTE pathway maps ✓ School websites

APPENDIX

Vision Workshop Documentation

Strategic Directions Workshop Documentation

Arts Planning Committee Roster

iLEAD California – Vision Elements

Guiding Question: In five years, what do we want to see in place for the arts as a result of our actions?

Cultivated culturally based scaffolded instruction that leads to dynamic comprehension	Support provided to school planning and implementation with arts education resources		Arts learning as an equitable and inclusive means to understanding culture and identity	Engaging interdisciplinary staff development and collaboration	Passionate and knowledgeable administration and staffing	Accessible Communication systems	Enriching CTE Pathways	Spotlighted learner artistic expression	The arts as a vehicle for uplifting learner outcomes
A sequential mastery spectrum in the different art forms K-12	More funding and emphasis on education within the arts	More resources and Student access to subscriptions	Utilize the arts to support growth in movement (social justice, identity, racial equity, etc.)	Cross collaboration and sharing resources is key	Network wide arts department	Monthly newsletters just for the arts program disseminated across all sites	CTE Pathways	Community showcase	Empower learners by providing voice and choice, resources, expansive learning experiences
Learn art history & about different artists	Earmarked arts budget per learner	Instruments to explore World Music	Equitable arts learning opportunities across programs	Staff development across all sites	Site coordinator (point person for the arts)	Utilize the web and virtual to broaden access	Vertical alignment K-12 for CTE pathways and career exploration leading into K-12 career portfolio	More shows	
Growth through technique, not only natural talents	Think of new ways to incorporate arts and Prop 28 funding - new hires and budgets	Dedicated creative "space" (physical or digital landing page for resources)	Inclusive to all sites (how do we rope in homeschool/ online school?)	Create new forums/collabs between the arts teams		Arts surveys and ilps to get ALL learners involved in the arts		Cultivating virtue and excellence	Uplift how the arts are valued
Identify iLEAD core focus standards for each discipline	Increase residencies	Pro Tools and Logic Workstation, to accomplish music goals		Collabs to monitor progress towards goals					
Scope & sequence for each art differentiated for site based vs. independent learners	Community partnerships	Library of resources become project library							
Portfolios	Include the arts in the LCAP								

iLEAD Strategic Directions Workshop - "What creative, innovative actions can we take to address our challenges and move toward our vision?" This workshop generated the **infrastructure pillars ➤** , goals areas, and initial action ideas *(bulleted items)* for the arts plan.

Identify arts priorities annually ● Create an arts action plan for each site ● Identify the arts focus areas and needs for each site ● Each site defines what arts integration, and discrete learning in each art form looks like (dance, visual arts, theatre, music, media arts)	**Identify an arts coordinator for each site** ● Create 'arts collab' between the sites where there's a natural fit and connection ● Establish site coordination with an outline of scheduled collaboration	**Support the allocation of resources for the arts** ● Reserve dedicated arts learning spaces on all site based campuses ● Embed the arts into the LCAP ● Allocate a specific budget per site	**Support Site Specific Instructional Needs for the Arts**
Define administrative priorities ● Define arts vertical alignment to bolster retention ● Identify which arts courses run across each site (shared resources, staffing, partnerships, and collaborations) ● Confirm definition of iLEAD acronyms. Realign where the arts fit in the iLEAD model, or create a set of arts values	**Collect data to assess arts needs and priorities** ● Survey learners to identify what they want (arts learning preferences/wishes) ● Evaluate existing resources and personnel ● Each site to evaluate current programming, and outline specific needs for additional programs or facilitators ● Site coordinator creates measurable yearly goal, and evaluates value and use, before creating next plan	**Create pathways of communication** ● Make the arts plan(s) visible and accessible to all (communications pipeline) ● Present arts showcases as a way to foster the arts as a valued part of iLEAD ● Learning Period Arts Newsletter of PBL ideas/challenges, events, highlights ● Shared virtual arts space to share resources with colleagues ● Develop a platform for parent and learner voice ● Create a website to spotlight the arts	**Amplify Arts Priorities and Build Communication Systems**
Engage in professional learning and collaboration ● Create cross collaboration between Arts Team(s) and Equity team(s) ● Map professional learning experiences based on arts facilitators growth needs	**Create an inclusive integrated arts curriculum that supports the core values of iLEAD** ● Highlight cultures to increase cultural competence ● Include artists in lesson plans that are diverse and inclusive of our goals (Part of the 'I can' and PBL) ● Create and provide access to arts opportunities that can be done independently ● Create a Mastery Spectrum of 'I can statement' from the standards with connecting projects that could be shared across sites ● Create Art PBL idea bank (or buy one that exists) ● Create and/or invest in arts extracurriculars	**Increase community connections and partnerships** ● Invite arts college guest speakers ● CTE Industry Advisory Committees and WBL partnerships ● Invite professional artists to present to learners	**Solidify Curriculum, Professional Learning and Partnerships**

Arts Planning Committee Roster

Kevin Becker, IB Theatre Facilitator & After School Theatre Producer, SCVi Charter School
Andrew Bertado, Care Team, iLEAD Agua Dulce
Allison Bravo, Director of School Initiatives, iLEAD California
Jeanette Chadwick, Facilitator, Empower Generations
Cordy Dwyer, Arts, Media, and Entertainment CTE Coordinator, SCVi Charter School.
Elias Havalias, Music Facilitator, iLEAD Agua Dulce
Rebecca Lopez, Educational Facilitator, iLEAD Exploration
Sara McDaniels, Arts Coordinator, iLEAD California
Cristal Mendieta, Art Lead, iLEAD Antelope Valley
Tiffany Monroe, Visual Arts Facilitator, iLEAD Lancaster
Raina Moreno, Musical Theatre Facilitator, iLEAD Lancaster
Amber Musick, Co-Director, iLEAD Exploration
Jennifer Turnbull, Facilitator and CTE Lead, iLEAD Online

Kimberleigh Aarn, Strategic Planning Coach