

Five-Year Strategic Arts Plan 2024-2029



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This strategic plan for arts education was developed as part of the LA County Arts Education Collective to advance the goals of [Arts for All Children, Youth, & Families: Los Angeles County's New Regional Blueprint for Arts Education](#), supported by Los Angeles County Department of Arts and Culture.

Arcadia Unified District: Arts Education Background

Ranked in the top 1% of school districts in America by Niche, the Arcadia Unified School District is a nationally renowned public school district that proudly educates more than 9,000 students throughout 11 award-winning schools. The District, which is a proud member of the prestigious League of Innovative Schools, consists of 11 schools: six elementary schools, three middle schools, one high school, and one alternative school and outreach program. Arcadia Unified is committed to educational excellence, and this commitment is reflected in the outstanding achievements made by its students, faculty, staff, and leadership each school year. Highly qualified, dedicated, and professional, the District's teaching staff is exceptional.

As one of the most innovative school districts in the country, Arcadia Unified arts education takes center stage as a cornerstone of holistic student development. With a firm commitment to nurturing imagination and Inquiry through inspiration, AUSD offers a rich tapestry of arts programs designed to inspire and empower learners at every stage of their academic journey. AUSD boasts a diverse array of arts programs tailored to meet the interests and talents of its students. From music to visual arts to theater, dance, and media arts, students can access a comprehensive range of artistic exploration and growth opportunities.

The district's music programs are particularly robust, encompassing band, choir and orchestra for Grades 4 through 12 students. These ensembles not only provide students with opportunities for technical skill development but also foster a sense of camaraderie and teamwork through collaborative musical performances.

Theater enthusiasts in Grades 9 through 12 can participate in AUSD's theater program, including acting, directing, and technical theater opportunities. Additionally, theater offerings at three middle schools and one elementary school provide opportunities for creative expression and performance. AUSD's dedication to arts education is exemplified by its state-of-the-art Arcadia Performing Arts Center, acting as a vibrant hub for creative expression. Equipped with professional-grade facilities, this center provides students with immersive theater experiences, fostering community pride, collaboration, and a culture of artistic excellence. Here students are empowered to thrive as expressive, engaged, and culturally enriched individuals.

AUSD offers visual art instruction from TK-12 for budding visual artists. Through hands-on projects and guided instruction, students explore various mediums and techniques, developing their artistic voice and aesthetic sensibilities along the way. Students explore production, film, and digital media creation in high school as well as video production in middle school. These courses provide hands-on experience with cutting-edge technology, fostering creativity and technical skills essential for success in a digital world.

AUSD programs provide students with opportunities for artistic expression and skill development and foster a supportive and inclusive community where creativity is celebrated and nurtured. By offering diverse arts programs and opportunities, AUSD empowers students to explore their passions, express themselves authentically, and cultivate a lifelong appreciation for the arts.

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.

FIVE-YEAR PLAN STRATEGIC ARTS PLAN OVERVIEW

Arcadia Unified first joined the Arts Ed Collective in 2018 and completed their first strategic arts plan in 2019. In the fall of 2023, Arcadia Unified began the process of developing a new 5-year Arts Strategic Plan that is aligned with the District's vision and mission. In partnership with a coach (Jill Newman) from the Los Angeles County Arts Ed Collective, the District organized a District VAPA Team. The team met virtually in 2023 and 2024 on November 6, December 4, January 22, February 12, April 8, and May 8 to provide their valuable input towards the development of this Arts Strategic Plan. The Strategic Arts Plan builds upon Arcadia's overarching goal to Imagine, Inquire, and Inspire and the District's commitment to a Culture of Innovation.

FIVE-YEAR PLAN 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:

STRATEGIC DIRECTION A: Supported and Empowered Teachers and Coordination

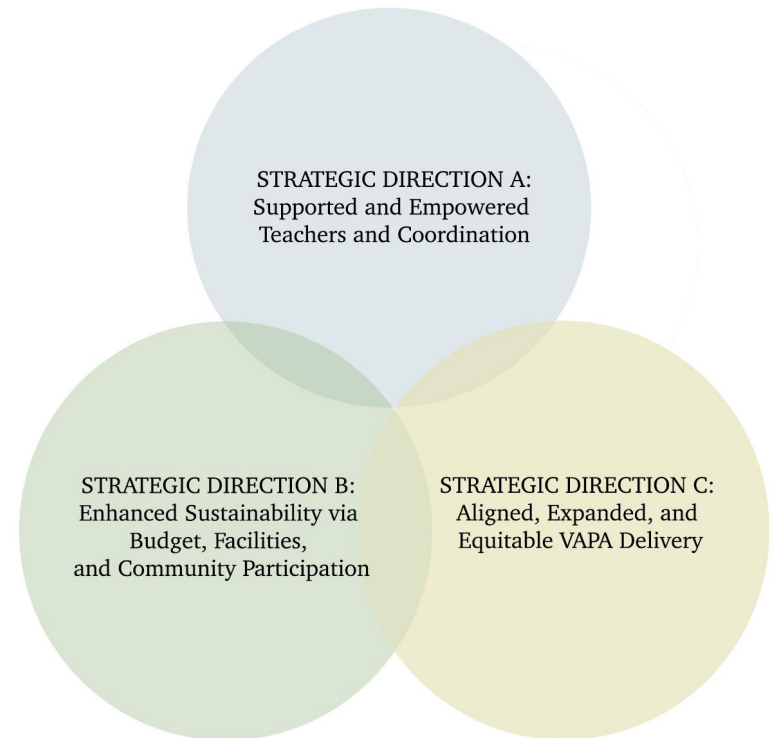
- Goal 1: Define, fill and continue to evolve the Arts Coordinator position
- Goal 2: Recognize, hire, and grow additional certificated VAPA and CTE teachers
- Goal 3: Provide PD opportunities for VAPA teachers

STRATEGIC DIRECTION B: Enhanced Sustainability via Budget, Facilities, and Community Participation

- Goal 4: Identify and expand available VAPA facilities
- Goal 5: Raise Arcadia VAPA profile in the community
- Goal 6: Develop budget and Prop 28 clarity through collaboration

STRATEGIC DIRECTION C: Aligned, Expanded, and Equitable VAPA Delivery

- Goal 7: Establish comprehensive VAPA offerings in each discipline TK – 8
- Goal 8: Facilitate vertical coordination
- Goal 9: Schedule equitable VAPA offerings



Five-Year Strategic Implementation Plan 2024-2029
Phase 1: 2024-2026

Strategic Direction A: Supported and Empowered Teachers and Coordination			
Goal 1: Define, fill, and continue to evolve the Arts Coordinator position			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Define the Arts Coordinator Position	☐ Gather data* (questionnaire; define what teachers and staff need in arts coordination) ☐ Research Arts Coordinator job descriptions from other districts ☐ Collaborate with administration to define and establish the role to reflect the priorities of the School District and Arcadia Perspective	Point Person(s)/Group: Executive VAPA Committee Budget Source: N/A	Measurable Outcome: Coordinator position is defined. Completion Date: Fall 2024
Establish a part time Arts Coordinator Position (TOSA with potential course remission)	Establish a search committee ☐ Hire/establish a part-time arts coordinator with distinct goal of growing to full time in phase 2	Point Person(s)/Group: Executive VAPA Committee Budget Source: Prop 28 with goal of writing it into the LCAP	Measurable Outcome: Part-time Arts Coordinator is in place. Completion Date: Spring 2025

Goal 2: Recognize, hire, and grow additional certificated VAPA and CTE teachers			
Action(s)	Tasks	Point Person(s)/Group	Measurable Outcome Completion Date
Utilize Art Council to support coordinator efforts of Prop 28 spending across school sites	❑ Establish arts council members and meeting schedule ❑ Establish a SALT (Site Arts Lead Teacher) as an adjunct duty opportunity Spring 2024 ❑ Create an Arts Council (reestablished in Strategic Direction B, goal 5) subcommittee to support coordinator in Prop 28 spending and programming efforts across school sites	Point Person(s)/Group: Exec VAPA Committee Budget Source: N/A	Measurable Outcome: Arts Council includes a Prop 28 subcommittee working in support of the new part-time Arts Coordinator and Arts Ed Collective Coach. Completion Date: Fall 2024
Clarify current positions with VAPA teachers and staff (ie longevity and growth; benefits etc)	❑ Determine and clarify current job positions (esp elementary) ❑ Include all parties (admin, HR, site leads) in the process of defining job descriptions	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: Document of current positions. Increased morale, job security, and dedication among VAPA staff and faculty. Establish increased job security Completion Date Spring 2024
Assess programming needs (with focus on certificated staffing)	❑ Determine upcoming VAPA teacher needs and job descriptions ❑ Include all education partners in an open forum (admin, HR, sites) during Spring 2024 ❑ Collaborate to establish and enhance equity amongst sites while retaining current course	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: New VAPA teachers are hired or positions expanded. School sites are offering equitable VAPA programming. Completion Date:

	viability ☐ Develop enhanced recruiting strategies		Spring 2025
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Goal 3: Provide PD opportunities for VAPA teachers			
Action(s)	Tasks	Point Person(s)/Group:	Measurable Outcome Completion Date
Provide PD for VAPA teachers (Ongoing)	☐ Survey teachers to determine PD offerings ☐ Provide specialized VAPA or arts integration PD ☐ Integrate VAPA component into existing PD at each site, facilitated by VAPA teachers (site specific with Feeder Schools) ☐ Provide VAPA teachers time for vertical collaboration/articulation within each discipline	Point Person(s)/Group: Coordinator and Executive VAPA Committee Budget Source: Advancement Grant & Potential SWAG time	Measurable Outcome: VAPA PD is incorporated into PD for teachers at each site. VAPA vertical articulation is strengthened. Completion Date: Spring 2025

Phase 1: 2024-2026 continued

Strategic Direction B: Enhanced Sustainability via Budget, Facilities, and Community Participation			
Goal 4: Identify and expand available VAPA facilities			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
VAPA small group identify rooms at each site that can be multipurpose	☐ Ensure VAPA presence on building committees ☐ Small VAPA groups visit each site and create a	Point Person(s)/Group: Coordinator/Exec	Measurable Outcome: VAPA group(s) outlines available multipurpose rooms for VAPA

	report of possible arts spaces for each site	VAPA Committee/Site Admin Budget Source: N/A	use in a newly developed report. Completion Date: Spring 2025
Utilize upcoming Bond Measure to provide funding	☐ Develop strategies to pass the new bond in Nov. 2024 ☐ VAPA staff phone banks to help the campaign ☐ Use previous bond measure strategies as a model ☐ Plan to include VAPA facilities into new and existing buildings	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: VAPA teachers promote Bond Measure in support of VAPA facility expansion. Completion Date: Fall 2024

Goal 5: Raise Arcadia VAPA profile in the community			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Reestablish Arts Council	☐ Assign a leader to schedule meetings ☐ Use a group effort to decide agenda items ☐ Recruit a wide breadth of educational partners from community and schools	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: Arts Council is established and meets regularly with goals and subcommittees created via consensus. Completion Date: Fall 2024
Establish VAPA Showcase	☐ Define what the showcase is and ensuring that it reflects multiple levels and disciplines ☐ Schedule VAPA showcase (connect this effort to the Spring Preview)	Point Person(s)/Group: Coordinator/Exec VAPA Committee	Measurable Outcome: Annual VAPA showcase is established. Completion Date: Spring 2025

	☐ Involve and support VAPA teachers to create an event that celebrates VAPA programs	Budget Source: Arts Adv Grant	
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Goal 6: Develop budget and Prop 28 clarity through collaboration			
Action(s)	Tasks	Point Person(s)/Group Budget Source:	Measurable Outcome Completion Date
Coordinate Prop 28 funds throughout the district	☐ VAPA Executive committee will collaborate with the part time Arts Coordinator, VAPA teachers, and admin to investigate Prop 28 priorities and ways to pool resources in collaboration with/delegating to Arts Council Prop 28 Subcommittee ☐ Seek out additional Prop 28 information and details from state reps or other informed sources ☐ Establish a bi-annual meeting with teachers and district admin to evaluate current budget implementation and status ☐ Create hiring and funding processes for Prop 28 staff ☐ Schedule bi-annual meetings with business services to establish and support budget transparency and accountability	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: Prop 28	Measurable Outcome: Prop 28 funds are utilized in a cohesive and comprehensive way district-wide through site collaboration with transparency. Completion Date: Begin Spring 2024 and continue efforts ongoingly

Phase 1: 2024-2026 continued

Strategic Direction C: Aligned, Expanded, and Equitable VAPA Delivery			
Goal 7: Establish comprehensive VAPA offerings in each discipline TK - 8			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Conduct assessment of existing VAPA programs in all disciplines / classes at all levels	☐ Correspond with sites (via email or in-person meeting) at all levels to identify course offerings, programs, and curriculum ☐ Utilize the existing mentorship system by assigning ongoing support for new teachers from veteran teachers in the same discipline, including recently retired teachers	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: Documentation of current program offerings in all VAPA disciplines, at all levels and every school site. Completion Date: Spring 2024
Evaluate new and additional programs/classes and their consistency to state standards	☐ Create a panel of credentialed VAPA teachers in dance, theater and/or equivalent, to develop a curriculum that is aligned with state standards ☐ Dance/Theater panel evaluates new programs based on consistency to state standards ☐ Teachers conduct self-evaluation for new classes based on consistency to state standards	Point Person(s)/Group: Arts Coordinator Budget Source: N/A	Measurable Outcome: Newly established VAPA classes and programs are evaluated based on their adherence to state standards. Completion Date: Spring 2025 and yearly

Goal 8: Facilitate vertical coordination			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date

Redefine existing SWAG group	☐ Identify arts teachers that are not a part of current swag group ☐ Change the focus of the SWAG group to encompass all VAPA (Arts, music, dance, theater, media arts) ☐ Establish equitable compensation for vertical collaboration specifically for part time & hourly staff	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: All VAPA disciplines are represented in the SWAG group and part-time/hourly teachers are compensated for participation. Completion Date: Fall 2024 and ongoing
Create subgroups within the VAPA SWAG	☐ Work in subject specific groups to develop a vertical alignment of curriculum ☐ Develop a common template to vertically align curriculum ☐ Use music as a model for SWAG participation (certified VAPA teachers at elementary level is key)	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: All VAPA disciplines establish vertical alignment. Completion Date: Fall 2024 and ongoing
Plan for vertical articulation in newly expanded programs during Staff Development Day(s)	☐ Work in subject specific groups to identify possible new courses to fill in known gaps in vertical articulation ☐ Develop a common template to access vertical alignment ☐ Use music as a model for vertical alignment (certified VAPA teachers at elementary level is key)	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: TBD	Measurable Outcome: Completion Date: Begin Fall 2024

Goal 9: Create, expand, and schedule equitable VAPA offerings			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date

Use other districts as model for VAPA equity	☐ Research what other districts have done with VAPA scheduling, offerings, and Prop 28 funding ☐ VAPA teacher learning walks to various districts	Point Person(s)/Group: Arts Coordinator Budget Source: N/A	Measurable Outcome: One or more relatable districts' route to VAPA equity is documented to use as models. Completion Date: Fall 2024
Conduct meetings between principals and VAPA teachers to discuss scheduling options to increase equity	☐ District administrator coordinates principal meetings with teachers	Point Person(s)/Group: TBD Budget Source: N/A	Measurable Outcome: Teachers and principals have collaborated to determine VAPA scheduling options that increase equity. Completion Date: Fall 2024

Phase 2: 2026-2028

Strategic Direction A: Supported and Empowered Teachers and Coordination			
Goal 1: Define, fill, and continue to evolve the Arts Coordinator position			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Evolve and Support Arts Coordinator Position	☐ Continued assessment and support for Arts Coordinator	Point Person(s)/Group: Exec VAPA Committee Budget Source: N/A	Measurable Outcome: Part-time Arts Coordinator position is filled and gaining momentum. Completion Date: Ongoing throughout Phase 2
Analyze and evolve the parameters of the Arts	☐ Survey VAPA teachers on Arts Coordinator role and interaction	Point Person(s)/Group:	Measurable Outcome: Arts Coordinator efforts and

Coordinator job description	☐ Prioritize coordination efforts and make adjustments for growth accordingly	Coordinator/Exec VAPA Committee Budget Source: N/A	outcomes are assessed. Arts Coordinator is provided continual guidance and clarified direction as needed.
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Goal 2: Recognize, hire, and grow additional certificated VAPA and CTE teachers			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Assess VAPA programs throughout their expansion	☐ Collect feedback from site administration and teachers regarding VAPA programs in each expanding discipline ☐ For each VAPA program, continue documenting classes offerings, showcases, and adherence to state arts standards	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: Prop 28	Measurable Outcome: New VAPA programs are fully documented, including classes offered, showcases, and adherence to state standards. Completion Date: Ongoing throughout Phase 2
Implement program modifications as appropriate	☐ Utilize assessment to implement improvements and continued growth ☐ Begin identifying revenues and methods for continued VAPA expansion in addition to Prop 28	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: Prop 28 and Arts Adv Grant	VAPA programs are expanding, improving, and receiving increased funding. Completion Date: Ongoing throughout Phase 2

Goal 3: Provide PD opportunities for VAPA teachers			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date

Provide PD for VAPA teachers	☐ Continue Phase I efforts	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: Arts Advancement Grant/ Potentially Swag funds	Measurable Outcome: VAPA vertical articulation is strengthened. Completion Date: Ongoing throughout Phase 2
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Phase 2: 2026-2028 continued

Strategic Direction B: Enhanced Sustainability via Budget, Facilities, and Community Participation			
Goal 4: Identify and expand available VAPA facilities			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Determine role of VAPA teachers in advocating for VAPA facilities at existing sites	☐ Utilize VAPA Executive Council to spearhead VAPA facilities advocacy (in relationship to bond measure)	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: Bond Measure passes and new/updated VAPA facilities are funded. Completion Date: Begin Fall 2024 and continue efforts ongoingly

Goal 5: Raise Arcadia VAPA profile in the community			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Assess Showcase and make improvements	☐ Organize, maintain and utilize showcase documentation for assessment and maintain Arcadia VAPA history ☐ Survey VAPA teachers and attendees to determine any shift in VAPA appreciation ☐ Survey VAPA teachers on time and effort in relationship to production support	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: Annual VAPA showcase is improved based on evaluation. Annual VAPA showcase is documented and archived. Completion Date: Begin Fall 2026 and continue efforts ongoingly

Goal 6: Develop budget and Prop 28 clarity through collaboration			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Assess use and effectiveness of pooled funding for new VAPA positions shared across district sites	☐ VAPA Executive Committee/ Arts Council will utilize surveys and/or host roundtable discussion for assessment of equitable VAPA delivery	Point Person(s)/Group: Coordinator/Exec VAPA Committee Budget Source: N/A	Measurable Outcome: The pooled Prop 28 funds that are used to create new/expanded VAPA positions is evaluated. Completion Date: Begin Fall 2026 and continue efforts ongoingly

Phase 2: 2026-2028 continued

Strategic Direction C: Aligned, Expanded, and Equitable VAPA Delivery			
Goal 7: Establish comprehensive VAPA offerings in each discipline TK - 8			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Hire teachers and/or expand positions	☐ Assign/hire teachers for newly identified class/course needs	Point Person(s)/Group: TBD Budget Source: TBD	Measurable Outcome: New teachers are hired/positions are expanded Completion Date: Fall 2026 and ongoing

Goal 8: Facilitate vertical coordination			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Utilize Staff Development Day to create VAPA vertical articulation	☐ Work in subject specific groups to evaluate new courses established to fill in identified gaps in vertical articulation ☐ Determine what programs/classes are still needed at each site to fill in gaps in equitable VAPA delivery ☐ Review/improve upon the common template to assess vertical alignment ☐ Use music as a model for vertical alignment (certified VAPA teachers at elementary level is key)	Point Person(s)/Group: TBD Budget Source: N/A	Measurable Outcome: Identified VAPA gaps are shrinking and the district is approaching equity. Completion Date: Begin Fall 2026

Goal 9: Schedule equitable VAPA offerings			
Action(s)	Tasks	Point Person(s)/Group Budget Source	Measurable Outcome Completion Date
Schedule new VAPA classes	☐ Place new VAPA courses/classes into schedule with room assignments	Point Person(s)/Group: TBD Budget Source: TBD	Measurable Outcome: New VAPA classes & courses are placed into the schedule with room assignments. Completion Date: Begin Fall 2026

Phase 3: 2028-2029

Key Areas of Focus:

Strategic Direction A: Supported and Empowered Teachers and Coordination	
Goal 1: Define and fill the Arts Coordinator position	
Focus Areas:	
Assess the efficacy and success of the Part Time Arts Coordinator position.	
Increase Arts Coordinator position to a full time commitment.	

Goal 2: Recognize and hire additional certificated VAPA and CTE teachers
Focus Areas:
Assess and continue developing actions to ensure new VAPA programs are supported and equitable through funding and staff.

Goal 3: Provide PD opportunities for VAPA teachers
Focus Areas:
Assess and continue developing PD for teachers to ensure VAPA programs continue to evolve.

Phase 3: 2028–2029 continued

Key Areas of Focus:

Strategic Direction B: Enhanced Sustainability via Budget, Facilities, and Community Participation
Goal 4: Identify and expand available VAPA facilities
Focus Areas:
Continue to assess and build actions around VAPA use of repurposed existing spaces.

Goal 5: Raise Arcadia VAPA profile in the community
Focus Areas:
Continue to document, archive, evaluate and improve the annual VAPA showcase.

Goal 6: Develop budget and Prop 28 clarity through collaboration
Focus Areas:
Continue district-wide VAPA collaboration with the new Arts Coordinator to evaluate and improve upon use of Prop 28 funds.

Phase 3: 2028-2029 continued

Key Areas of Focus:

Strategic Direction C: Aligned, Expanded, and Equitable VAPA Delivery	
Goal 7: Establish comprehensive VAPA offerings in each discipline TK - 8	
Focus Areas:	
Continue to assess and fill gaps in VAPA offerings.	

Goal 8: Facilitate vertical coordination	
Focus Areas:	
Continue to assess and build actions around VAPA vertical alignment.	

Goal 9: Schedule equitable VAPA offerings	
Focus Areas:	
Continue to assess and build actions around equitable VAPA scheduling.	