

Five-Year Strategic Arts Plan



Glendora Unified School District

2025-2030

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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.

Glendora Unified School District's Commitment to the Arts

The Glendora Unified School District (GUSD) is committed to equipping every student with the knowledge, skills, and character necessary to thrive in college, career, and life within an ever-changing global society. This commitment includes providing a high-quality Visual and Performing Arts (VAPA) education that empowers students to engage creatively with the world around them.

What Makes GUSD's Arts Education Programming Vibrant?

GUSD's arts education is distinguished by its dedicated, highly qualified staff—including internationally recognized teachers, particularly in music. The district enjoys strong community and parent support, demonstrated through active booster clubs in dance, theatre, and music; high participation at events; and lasting community partnerships.

GUSD has consistently prioritized the arts and invested in its infrastructure, including a Performing Arts Center and performance halls equipped with industry-standard lighting and sound technology. The district fosters a positive learning environment that supports students' emotional well-being—an essential foundation for artistic growth.

Additionally, GUSD operates with cohesive district-wide goals and collaborative teaching staff. Music's strong vertical articulation offers a model for strengthening connections across all VAPA disciplines. Talented students, many of whom pursue private instruction, further enrich the district's artistic ecosystem.

GUSD is deeply committed to preparing students for college and career readiness through rigorous curriculum and 21st-century learning strategies. With the support of Proposition 28, the district is poised to significantly expand VAPA offerings.

Range of Current Arts Programming

Dance & Theatre

- Existing programs include musical productions and extracurricular performances

Music

- Comprehensive band, choir, and orchestra programs with aligned 4–12 benchmarks and SPED music options

Visual & Media Arts

- Offerings include drawing, painting, and graphic design

Expanded Learning Opportunities Program (ELO-P)

- After-school and school-break enrichment includes arts, theatre, dance, and visual arts

Highlights in Glendora's Arts Landscape

Notable Achievements:

- Pipe Band's placement in the World Bagpiping Championships (Scotland)
- Marching Band's selection to represent California in the 2025 National Independence Parade (Washington, D.C.)
- Multiple state and national awards in choir and theatre
- Alumni attending top institutions such as UCLA on arts scholarships

Sustained Community and Staff Investment:

- Strong booster support, high event turnout, and enduring district-wide commitment
- A faculty of accomplished, internationally recognized educators

Expansion and Innovation:

- Proposition 28 has funded expansion of arts offerings across grade levels
- Successful innovation in programs like Aviation CTE, Dual Language Immersion, and after-school enrichment all reflect the district's broader investment in holistic, culturally rich learning experiences

Currently Available Opportunities for Students in the Arts

Students across GUSD have multiple avenues for creative expression and skill development:

- Deep engagement in music, dance, theatre, and visual/media arts
- Rigorous coursework and advanced options through CTE and dual enrollment
- Public showcases, industry connections, and expanded course offerings
- Arts enrichment through ELO-P and a growing commitment to dedicated VAPA learning spaces

Glendora Unified Five-Year Strategic Arts Plan

Five-Year Plan Vision Elements

In October 2024, GUSD established an Arts Planning Team to develop a new five-year strategic plan for arts education. The plan outlines a comprehensive strategy to enhance Visual and Performing Arts (VAPA) delivery, experiences, visibility, and funding. Following a review of the previous strategic plan, the planning committee updated the vision elements.

With the five-year plan, the district strives to see the following in place as a result of their actions:

- Visible and Celebrated VAPA Program
- Robust and Aligned Curriculum
- Prioritized and Dedicated District Funding
- Inclusive and Equitable Arts Access
- Measurable and Evidence-based VAPA Impact
- Dedicated, Industry Standard VAPA Facilities and Equipment
- Consistent VAPA Training for All Stakeholders
- Unified User-friendly VAPA Communication

Five-Year Vision Plan Strategic Directions

To guide the new plan and to address 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 four strategic directions and goal areas were developed to frame plan implementation: Ultimately, the strategic directions outline a comprehensive strategy across three phases to enhance Visual and Performing Arts (VAPA) delivery, experiences, visibility, and funding.

STRATEGIC DIRECTION A: Aligned and Expanded VAPA Delivery

- Goal 1: Develop and Expand VAPA Programming
- Goal 2: Strengthen Vertical Articulation
- Goal 3: Provide Goal-Oriented Scheduling

STRATEGIC DIRECTION B: Diversified VAPA Experiences and Events

- Goal 4: Create Engaging Arts Events and Experiences
- Goal 5: Expand VAPA through Collaboration

STRATEGIC DIRECTION C: Sustained VAPA Growth through Enhanced Visibility

- Goal 6: Celebrate VAPA Alumni Legacies
- Goal 7: Communicate VAPA Experiences

STRATEGIC DIRECTION D: Secured VAPA Funding and Development

Goal 8: Improve Private VAPA Advocacy and Financial Support

Goal 9: Secure Funding for Dedicated VAPA Facilities

Glendora Unified School District Arts Team Members and Key Contributors to the Planning Process:

- Indu Afandalor, Elementary School Visual Art
- Eric Bondurant, High School Assistant Principal
- Christopher Burgan, High School Visual Art
- Joe Cina, Band Booster & Glendora Chamber of Commerce
- Tamra Dale, Glendora Education Foundation & GHS Choir Booster
- Matt Davis, High School Music
- Dr. Digrazia, Superintendent
- Vera Gregson, Visual Art Student
- Brandon Kershner, Performing Art Student
- Ria Kubota, VAPA Coordinating Teacher
- Luz Lozano, High School Assistant Principal
- Dr. Najarro, Executive Director of Teaching, Learning, and Accountability / Assistant Superintendent of Educational Services
- Lizz Ortiz, Middle School Music
- Fabio Stephens, High School Theatre
- Stacey Ulmer, Elementary School Music

Arts Ed Collective Coach: Jill Newman

District-wide Goals for Student Impact

GUSD's Five Year Strategic Arts Plan aligns with the district's broader mission to challenge students academically and support their well-being. Overlapping aims include:

- Foster college and career readiness through rigorous curriculum
- Increase student engagement, agency, and a sense of belonging
- Bridge achievement gaps, particularly for unduplicated student groups
- Ensure equitable access to high-quality instruction
- Expand opportunities for students to earn academic and career credentials via CTE pathways and dual enrollment

Alignment with the district's Local Control and Accountability Plan (LCAP)

The Five-Year Strategic Arts Plan outlines a comprehensive approach to strengthening the delivery, visibility, and impact of Visual and Performing Arts (VAPA) education across Glendora Unified School District. It is closely aligned with the district's Local Control and Accountability Plan (LCAP), which sets goals related to student achievement, safe and engaging learning environments, and strong family and community partnerships. The LCAP also prioritizes the effective use of resources to support high-needs students. The Arts Plan directly supports and enhances these priorities by contributing meaningfully to multiple LCAP goal areas.

Shared Priorities Between the LCAP and 5 Year Strategic Arts Plan

1. LCAP Priority: Equitable Access to Rigorous and Engaging Curriculum

Arts Plan actions that directly support this LCAP priority:

- Develop and expand VAPA programming across all grade levels, with targeted efforts to include students with disabilities.
- Strengthen the variety and depth of arts offerings to support a broader course of study and diverse pathways to college and career readiness.
- Pilot arts integration and new course offerings to expand access and rigor for all student groups.

2. LCAP Priority: Curriculum Coherence and Standards Alignment

Arts Plan actions that directly support this LCAP priority:

- Improve vertical articulation across grade levels through aligned benchmarks and standards-based instruction in VAPA.
- Develop meaningful assessment tools to track student mastery and growth in the arts.

3. LCAP Priority: Protection of Instructional Time

Arts Plan actions that directly support this LCAP priority:

- Limit "pull-out" from arts classes for testing and services to preserve consistent access to learning for all students, including those receiving interventions.

4. LCAP Priority: Student Engagement, Attendance, and Positive Climate

Arts Plan actions that directly support this LCAP priority:

- Create arts events and exhibitions that increase student connectedness and foster a sense of pride and belonging.
- Promote interdisciplinary and collaborative VAPA projects to boost motivation, teamwork, and engagement.
- Increase visibility of VAPA programs through public showcases and alumni stories to foster a vibrant and inclusive school culture.

5. LCAP Priority: Family and Community Engagement

Arts Plan actions that directly support this LCAP priority:

- Use arts-based events and exhibitions to bring families and communities into schools in meaningful ways.
- Share student work and program updates through presentations, public displays, and social media to enhance communication and transparency.
- Cultivate partnerships with local organizations, businesses, and donors to support and sustain VAPA efforts.

6. LCAP Priority: Strategic Use of Resources and Facilities

Arts Plan actions that directly support this LCAP priority:

- Identify unmet needs in VAPA infrastructure and explore the use of LCAP funds for facility improvements.
- Strengthen private advocacy and donation tracking systems to diversify and increase resources for arts programming.
- Support sustainable growth by investing in teaching artists, coaches, and community partnerships.

Five-Year Strategic Implementation Plan 2025-2030

Phase 1 = 1 year, 2025 - 2026

Strategic Direction A: Aligned and Expanded VAPA Delivery			
Goal 1: Develop and Expand VAPA Programming			
Action(s)	Tasks	Budget Source	Measurable Outcome Completion Date
Create Discrete High School Visual Arts Class for SPED	☒ Incorporate into master schedule ☒ Identify Candidates ☐ Create standards-based adaptive curriculum. ☐ Schedule meetings with new VAPA SPED instructor to create appropriate and aligned adaptations ☐ Ensure supplies are allocated to ensure parity	Prop 28	Measurable Outcome: Arts Class for SPED is added to the master schedule Completion Date: Fall 2025
Increase Variety of Performing Arts Disciplines	☐ Explore the possibility of introducing a “wheel” program for middle school students to be exposed to the various arts before specializing ☐ Schedule visual Arts K-12 vertical meetings to align curriculum, and plan the introduction of more-specialized MS courses ☐ Explore content standards for VAPA and K-3 classes to include music integration, and 4-5 to include art integration.	Prop 28 & LCFF	Measurable Outcome: Data collected to begin the creation of arts integration lessons Middle school course descriptions and outlines completed for revised specialized visual art courses that are aligned with the high school curriculum Completion Date: Start Fall 2025
Strengthen and Protect Arts Courses of Instruction	☐ Maintain current arts pathways K-12 ☐ Require equitable certification for arts teachers for dual enrollment courses. ☐ Continue regular communication with counselors and administration in secondary schools regarding	N/A	Measurable Outcome: Increase in student enrollment in VAPA courses, especially upper-level or sequential classes

	positive VAPA scheduling practices, and college and career opportunities		Reduction in scheduling conflicts. Higher retention rates in VAPA classes from year to year. Increased visibility of VAPA in college/career advising Completion Date: Spring 2026
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Goal 2: Strengthen Vertical Articulation			
Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
Align Arts Benchmarks and Standard-Based Instruction during Professional Development Meetings	☐ Create a K-12 Arts benchmark document to show the growth of skills from elementary through high school and guide discussion about the strengths and gaps in instruction. ☐ Horizontally and vertically align benchmarks in each arts discipline	No additional cost	Measurable Outcome: Vertical alignment document shows curriculum coherence and scaffolded skill development from K-12 Completion Date: Spring 2026
Develop Meaningful Assessment Tools	☐ Articulate what mastery looks like for both process and product (e.g., skill development, collaboration, composition, performance). ☐ Explore effectiveness of assessment of priority benchmarks	No additional cost	Measurable Outcome: Inclusion of sample student work or performance expectations for assessments Completion Date: Spring 2026
Prepare to Apply for LA Arts Collective Advancement Grant	☐ Survey site admin and VAPA staff to identify elements of our Strategic 5-Year VAPA Plan that could benefit from additional funding support ☐ Focus on arts disciplines that students have less or no exposure to in their current curriculum ☐ Explore options including: visiting artist residencies,	No additional cost	Measurable Outcome: Inclusion of sample student work or performance expectations for assessments Completion Date:

	after-school programs, performing arts assemblies across the district, funding to support push-in lessons in elementary by secondary arts teachers, and professional development opportunities for teachers ☐ Identify priorities and the amount the district can contribute towards the matching grant for initiating or expanding arts experiences		Spring 2026
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Goal 3: Provide Goal-Oriented Scheduling			
Action(s)	Tasks	Budget Source: :	Measurable Outcome Completion Date
Limit student “pull-out” from arts classes for testing and services	☐ Communicate with counselors and testing offices (ie. SPED) to share the importance of attendance in “lab” style classes ☐ Create policy for equitable testing and service interruptions across the curriculum	No additional cost	Measurable Outcome: Reduction of lost instructional time due to non-instructional interruptions (tracked by itinerant teachers) Completion Date: Spring 2026
Consider and avoid itinerant teacher conflicts between schools.	☐ Prioritize itinerant arts spaces over non-standards based events and interruptions (ie. clubs, assemblies, photos, testing, book fairs, etc.) ☐ Principals consult itinerant teacher schedules and communicate with the administration of shared teachers before changing the school schedule for special events, testing, and other activities ☐ Communicate about anticipated conflicts with teachers and include them in problem-solving well in advance of the conflict	No additional cost	Measurable Outcome: School calendars show intentional planning to avoid conflicts with itinerant arts classes Feedback from itinerant teachers reflects increased consistency and respect for their instructional time Itinerant teachers report being informed of schedule changes 2+ weeks in advance and consulted about alternatives Completion Date: Spring 2026

Phase 1 = 1 year, 2025 - 2026

Strategic Direction B: Diversified VAPA Experiences and Events

Goal 4: Create Engaging Arts Events and Experiences

Action(s)	Tasks	Budget Source	Measurable Outcome Completion Date
Visual Art displays coincide with performances and other school events	☐ Obtain display cases/boards for use at all school sites near performance venue ☐ Communicate calendar of performing events for all school sites with visual arts team ☐ Collaborate between music and visual arts teachers to connect curriculum topics ☐ Invite visual arts team to collect student submissions for display (determine location) ☐ Determine point person for displaying works and invite parent organizations to help with set-up and clean-up ☐ Advertise to families	Prop 28	Measurable Outcome: Have art displays at at least 1 event. Increased visibility of student art and cross-promotion of events Highlight cross-discipline connections between visual and performing arts Completion Date: Spring 2026
Dedicated VAPA K-12 meetings to coordinate collaborative events.	☐ Secure hours during August Professional Development days or release time early in the school year. ☐ VAPA team meets to communicate all district wide VAPA events and planning	Prop 28 for substitute teachers if during the school day	Measurable Outcome: Recurring annual designated K-12 VAPA meeting Completion Date: Spring 2026
<i>“Glendora USD State of the Arts”</i> presentation at a school board meeting	☐ Coordinate early fall date with district administration ☐ Develop presentation with VAPA staff input ☐ Introduce new VAPA Strategic 5-yr. Plan for adoption ☐ Prop 28 Information and	No additional cost	Measurable Outcome: Informed decision-making and increased interest and engagement by board members and school community

	Implementation impact ☐ Illuminate the connections made by students and process over product ☐ Include available Attendance, academics, SEL, stats ☐ Include interactive element		Completion Date: Fall 2025
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Goal 5: Expand VAPA through Collaboration			
Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
Determine Vision and Scope for All-Schools VAPA event	☐ Decide on format: single-day, multi-day festival, virtual, rotating exhibits/performances. ☐ Gather VAPA teacher and site input for planning committee ☐ Create a schedule, logistics plan, visual and performing arts needs list ☐ Research venue possibilities and permit requirements, if any ☐ Encourage equity in representation	No additional cost	Measurable Outcome: A diverse planning committee is formed representing all disciplines and school sites Teachers feel heard and valued through surveys, meetings and feedback channels Detailed schedule and logistics plan is created and shared Completion Date: Sp 2026
Explore Collaboration Opportunities between VAPA Disciplines	☐ Survey teachers in established arts meetings for interest in making connections ☐ Define opportunities for using shared themes and experiences such as ☐ Visual arts students design and build sets, props, and costumes ☐ Music students provide live or recorded music or sound effects ☐ Art and music classes partner and draw based on music, and compose/improvise music based on the colors and movement of a piece of art	No additional cost	Measurable Outcome: Specific collaboration opportunities are identified and documented Survey results guide the formation of pilot projects or planning subgroups A menu of integrated project ideas is developed and shared Completion Date: Spring 2026

	☐ Explore historical, literary, scientific, artistic connections in core curriculum to infuse arts experiences for enrichment ☐ Invite visiting artists who work across disciplines		
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Phase 1 = 1 year, 2025 - 2026

Strategic Direction C: Sustained VAPA Growth through Enhanced Visibility			
Goal 6: Celebrate VAPA Alumni Legacies			
Action(s)	Tasks	Budget Source	Measurable Outcome Completion Date
Board of Education adopt a resolution declaring March as “Arts in Our Schools Month”	☐ Draft Proclamation with district administration ☐ Collect information from arts alumni and teachers for inclusion ☐ Celebrate arts achievements ☐ Show up and rally!	No additional cost	Measurable Outcome: Resolution adopted and engagement of staff, students, and alumni at the meeting Completion Date: March 2026
Display student and alumni artwork in the community.	☐ Communicate with local businesses, city agencies and organizations ☐ Collect student art with various themes, styles, genres from K-12 ☐ Schedule at least one display ☐ Acknowledge community supporters who donated time and spaces	Program funded (art supplies), Prop 28, Community partnerships	Measurable Outcome: Increased visibility and recognition for GUSD student artists and portfolio building opportunities Stronger community engagement resulting in increased foot traffic and strengthened local identity through art Completion Date: Spring 2026

Phase 1 = 1 year, 2025 - 2026

Goal 7: Communicate VAPA Experiences			
Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
Glendora High School Fine Arts Assembly/Collage Concert in the Event Center where each of the Fine Arts can showcase an authentic view of their work.	☐ Prepare a selection with each of the performing and visual arts ☐ Set up the gym/performance space appropriately ☐ Get event approved by admin ☐ Secure funding for sound/lighting/band/any other personnel necessary for the show ☐ Schedule rehearsals and volunteers	Glendora HS Site / Department, Boosters, Prop 28	Measurable Outcome: Increased enrollment in Fine Arts during Fall 2026 Completion Date: Spring 2026
Expand elementary school drama performance and Glendora High School school to all 5 elementary schools.	☐ Coordinate with elementary school principals to find dates that works ☐ Bus transportation ☐ Field Trip approval including permission slips, other logistics ☐ Create a curriculum for the elementary schools to participate including engaging activities and core curriculum connections.	CFF, Prop 28, PTA	Measurable Outcome: Expanded student exposure to the arts in lower grades Increased enrollment in Elementary and Middle School fine arts Completion Date: Spring 2026
Districtwide arts program visibility via social media	☐ Create a VAPA social media page ☐ Include posts from all levels, disciplines ☐ Share posts from individual teachers and programs ☐ Collect footage from the classroom focusing on the arts processes (not just products) ☐ Publish at least 2 original posts per month	No additional cost	Measurable Outcome: Increased engagement online and at community events Completion Date: Fall 2025

Phase 1 = 1 year, 2025 - 2026

**Strategic Direction D:
Secured VAPA Funding and Development**

Goal 8: Improve Private VAPA Advocacy and Financial Support

Action(s)	Tasks	Budget Source	Measurable Outcome Completion Date
VAPA liaison lays the foundation for working with the community on VAPA support	☐ Define the liaison role and set goals with current VAPA teachers to identify specific projects that would benefit from community support ☐ Liaison begins work to connect Glendora USD VAPA and community in mutually beneficial and collaborative ways ☐ Compile list/ build a calendar of opportunities to promote Glendora VAPA at community events and in businesses on display	No additional cost	Measurable Outcome: Opportunities are identified and calendared for Glendora VAPA community engagement Completion Date: Spring 2026
Create a document of business, community organizations, and individual families who are potential VAPA sponsors	☐ Community liaison can work with the Chamber of Commerce to procure a list of businesses and organizations to begin contacting for arts connections. ☐ Send targeted email blast/ google form to procure suggestions for possible VAPA sponsors that build upon existing relationships	No additional cost	Measurable Outcome: Comprehensive list of potential VAPA sponsors created Digital outreach campaign creates a list of referrals from school staff, parents, and the broader community Completion Date: Spring 2026

Collect data on current VAPA staffing	☐ Determine financial contributions from booster programs currently funding performing arts coaches ☐ Identify priorities and needs via surveys, meetings, or interviews ☐ Identify funding gaps	No additional cost	Measurable Outcome: Accurate data is gathered on booster organizations or parent groups that fund performing arts coaches, assistants, or specialists across the district Roles are categorized by discipline, funding source, and site District gains a clear understanding of which programs lack equitable staffing or unstable staffing funding Completion Date: Spring 2026
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Goal 9: Secure Funding for Dedicated VAPA Facilities			
Action(s)	Tasks	Budget Source	Measurable Outcome Completion Date
Identify LCAP funds that can improve VAPA facilities	☐ Utilize Ai (NotebookLM) to identify overlapping LCAP goals and VAPA facility needs ☐ Make a case for utilizing LCAP funds to improve VAPA facilities ☐ Determine to whom and how this report is presented for approval	No additional cost	Measurable Outcome: LCAP funds that have goals in common with the Arts Plan are identified and documented for presentation purposes Completion Date: Fall 2025
Create document of all existing VAPA facilities, unmet VAPA facility needs, and unused spaces at school sites	☐ Identify a VAPA point person at each school site to potentially work with a facilities person to document needs and unused spaces ☐ Determine if any unused spaces might be repurposed for VAPA use ☐ Compile a prioritized list of facility needs at each school site	No additional cost	Measurable Outcome: This is the evidence of success Completion Date: Spring 2026

Phase 2 = 2 years, 2026 - 2028

Strategic Direction A: Aligned and Expanded VAPA Delivery			
Goal 1: Develop and Expand VAPA Programming			
Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
Launch one SPED class for High School	☐ Evaluate new SPED class ☐ Analyze the assignments and units and adjust based on results ☐ Reflect on successes and challenges, dive deeper in areas that are working ☐ Ensure IEPs are addressed on an individual basis within what is working for the class	No additional cost	Measurable Outcome: Quarterly or Semester meeting notes showing what was evaluated and how changes can be made Student work samples and development of rubrics or assessment data Accommodations/modifications embedded into lesson plans and tied to specific IEP goals Completion Date: Each semester
Increase Variety of Performing Arts Disciplines	☐ Establish 1 new specialized visual arts course per middle school ☐ Pilot arts integration lessons in elementary school. ☐ Explore community connections to add dance opportunities	Prop 28	Measurable Outcome: Course added to the master schedule and student enrollment data showing interest and participation in the new course Lesson plans and co-teaching documentation between classroom

			teachers and arts specialists that combines core content and arts Lists of potential community partners contacted (e.g., local dance studios, cultural groups, teaching artists) Completion Date: May 2027
Strengthen and Protect Arts Courses of Instruction	☐ Maintain current arts pathways K-12 ☐ Require equitable certification for arts teachers for dual enrollment courses. (particularly Art Foundations in summer school) ☐ Develop district-wide recruitment and retention database to track individual students from 5th grade through 12th and to college/career.	No additional cost	Measurable Outcome: Consistent and expanded course offerings across elementary, middle, and high school Stable enrollment numbers in sequential arts courses Completion Date: May 2028

Goal 2: Strengthen Vertical Articulation			
Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
Align Arts Benchmarks and Standard-Based Instruction	☐ Teachers implement vertically aligned curriculum ☐ Focus on assessment data and adjust instruction ☐ Review consistency in instructional focus across schools (confirmed through lesson plans or walkthroughs by administration and VAPA Coordinator)	No additional cost	Measurable Outcome: Student performance data collected and analyzed to determine which benchmarks are being met and which need more focus Feedback from teachers indicating that assessments provide meaningful insight into student growth Improved student outcomes over

			time on targeted benchmark assessments Completion Date: May 2028
Develop Meaningful Assessment Tools	☐ Explore effectiveness of assessment of priority benchmarks ☐ Create formative assessment tools such as checklists for steps in a process, process journals, exit tickets, peer and self-assessments, and reflection logs ☐ Develop and revise summative tools like performance-based rubrics, and portfolio assessments ☐ Create student-friendly (simplified) rubrics that use “I” statements, ie. “I am new to this process and can identify the process when I see it. I am excited to learn the next steps to creating this myself.”	No additional cost	Measurable Outcome: Inclusion of sample student work or performance expectations for assessments. Use assessments to track progress, not just evaluate to promote process over product Completion Date: Spring 2028
Apply for LA Arts Collective Advancement Grant	☐ Designate project lead to coordinate, implement and monitor the project ☐ Align application with the review and scoring criteria posted on Advancement Grant website ☐ Apply when applications become available, typically in January	LCFF matching grant	Measurable Outcome: Greater access to underrepresented disciplines for students in K-12 Active collaboration between schools, departments, and community partners Completion Date: Spring 2027

**Strategic Direction B:
Diversified VAPA Experiences and Events**

Goal 4: Create Engaging Arts Events and Experiences

Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
VAPA site family nights	☐ Determine calendar of events at each school site ☐ Model after existing VAPA nights led by Elem. Art Teacher ☐ Connect to curriculum and student experiences ☐ VAPA teacher leads event/activity (i.e. drawing techniques, rhythm/drum circle, dance/ theater improv, choir) ☐ Coordinate each discipline family night at one school site within district ☐ Advertise	Prop 28	Measurable Outcome: Recurring VAPA family nights planned by each VAPA discipline Increased participation from staff and students tracked through rosters or event logs Students demonstrate learned skills. Stronger community visibility and parent engagement Completion Date: Spring 2027
Continue “ <i>Glendora USD State of the Arts</i> ” presentation at a school board meeting each year	☐ Feature different arts specialty each year ☐ Include a spotlight on the impact of individual arts students through the years ☐ Celebrate the important contributions of support staff, parents, and community organizations as well as the continued impact of the school board on the success of our arts program	No additional cost	Measurable Outcome: Informed decision-making and increased interest and engagement by board members and school community Completion Date: Fall 2027

Goal 5: Expand VAPA through Collaboration			
Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
Execute All-Schools VAPA event	☐ Public location for event ☐ Obtain necessary permitting ☐ Provide templates for art submissions ☐ Communicate early and often with stakeholders during planning process ☐ Schedule date/time with city/district ☐ Coordinate with heads of dept. Visual Arts , Music, Dance, Theater for student contributions ☐ Advertise	LCFF, Prop 28, Community donations	Measurable Outcome: Launch of first annual full VAPA community showcase Partnerships formed with local government, business owners Diverse student voices and backgrounds are visible in the programming (eg. multilingual performances, inclusive themes) Strong turnout from families, students and community Event becomes an annual tradition due to its impact and success Completion Date: Spring 28
Pilot Collaboration between VAPA Disciplines	☐ Coordinate teacher schedules and schedule meeting for implementation of at least one cross-discipline curriculum connection ☐ Create a production schedule and use collaborative tools to document the process. ☐ Use concept maps to compare themes,	No additional cost	Measurable Outcome: Students gain real-world production experience and develop teamwork skills Students demonstrate understanding of the connections between art forms

	techniques, or structures across disciplines. Facilitate classroom discussions. ☐ Create integrated projects		Units or showcases reflect intentional collaboration across disciplines. Completion Date: Spring 2028
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**Strategic Direction C:
Sustained VAPA Growth through Enhanced Visibility**

Goal 6: Celebrate VAPA Alumni Legacies

Action(s)	Tasks	Budget Source	Measurable Outcome Completion Date
Board of Education continues each year to adopt a resolution declaring March as “Arts in Our Schools Month”	☐ Share the success of a few new alumni each year, and invite the community to arts events throughout the year ☐ Collect information from arts alumni and teachers for inclusion ☐ Celebrate arts achievements ☐ Show up and rally!	No additional cost	Measurable Outcome: Continued school board adoptions Completion Date: March 20207 and 2028
Display student and alumni artwork in the community	☐ Continue student art displays in the community ☐ Communicate with alumni to feature their work. ☐ Schedule displays ☐ Acknowledge community supporters who donated time and spaces	LCFF, Prop 28, Community partnerships	Measurable Outcome: Demonstrated visual success of current students as well as the legacy of alumni in the community Illustrates pathways from classroom to community Opens opportunities for alumni to

			return as mentors, guest speakers and donors. Completion Date: Spring 2027
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Goal 7: Communicate VAPA Experiences			
Action(s)	Tasks	Budget Source	Measurable Outcome Completion Date
Glendora High School Fine Arts Assembly/Collage Concert in the Event Center where each of the Fine Arts can showcase an authentic view of their work	☐ Analyze and evaluate facilities and logistics ☐ Refine performances and displays to align with department and district goals ☐ Collect student participant reflections, and audience testimonials	Site / Department, Boosters, Prop 28	Measurable Outcome: Increased audience attendance and engagement via social media Student reflections and testimonials collected and published Completion Date: Fall 2028
Expand elementary school arts connections with Glendora High School to include all Fine Arts	☐ Logistical field-trip coordination with elementary schools and Glendora High School ☐ Curriculum for the elementary schools to participate in painting, drawing, sculpting, singing, dancing and with instruments ☐ Survey participants and teachers on event effectiveness	LCFF, Prop 28	Measurable Outcome: Post-event survey shows that at least 80% of participants feel the event strengthened arts interest and understanding Expanded student exposure to the arts in lower grades. Increased enrollment in Elementary and Middle School fine arts Completion Date: Spring 2028

Districtwide arts program visibility via social media	☐ Established social media accounts maintained ☐ VAPA student voice increased in postings ☐ Track and record number of followers and engagement with posts throughout the year. ☐ Track content to ensure balance and coverage across disciplines and grade levels	No additional cost	Measurable Outcome: 100% of schools and programs represented No more than 4 weeks of inactivity for each discipline Posts reflect authentic student voice Completion Date: Spring 2028
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**Strategic Direction D:
Secured VAPA Funding and Development**

Goal 8: Improve Private VAPA Advocacy and Financial Support

Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
Develop a process for communication, procurement, and tracking of monetary and in-kind community donations	☐ Meet with GUSD business office and administration to determine steps for documenting and accepting funds ☐ Arts Coordinator uses database/ list to track donations over time	No additional cost	Measurable Outcome: Monetary and in-kind donations are tracked and documented with shareability and transparency Completion Date: Spring 2028
Procure donations from newly listed potential VAPA sponsors	☐ Prioritize funding and donation opportunities from document of potential VAPA sponsors ☐ Individuals are cultivated to pursue donations and sponsorships ☐ Donor receipt acknowledgement	No additional cost	Measurable Outcome: New sponsors commit to monetary donations that support district-wide, site or program-specific arts programs Non-monetary support is also procured such as event spaces,

			services, printing, food for events, etc. Donors acknowledged in programs, banners, social media posts Completion Date: Spring 2027
Designate additional funding for VAPA performing arts coaches	☐ Identify program needs that would result in the greatest impact in number of students served, and support historically under-supported VAPA programs ☐ Estimate the total funding needed to maintain current staffing, and add coaches where support is needed. ☐ Needs are ranked by student reach and equity ☐ Identify additional community and district funding sources ie. grants, donors ☐ Ensure the district onboarding process is completed fully	LCFF, Prop 28, Booster, Community Donors	Measurable Outcome: High-impact program needs are identified and prioritized Total funding requirements clearly documented Funding plan includes both short-term and long-term sustainability strategies Completion Date: Spring 2028
Support ongoing community relations	☐ Support the existing connections to businesses and foundations (eg. Rotary) ☐ Connect individual VAPA programs with community support organizations and identify a representative to regularly attend meetings. ☐ Sponsors are invited to arts events	No additional cost	Measurable Outcome: Annual report or thank-you packet sent out to all donors New sponsors represent varied industries Completion Date: Spring 2028

Goal 9: Secure Funding for Dedicated VAPA Facilities

Action(s)	Tasks	Budget Source:	Measurable Outcome Completion Date
Present case for utilizing LCAP funds for VAPA facility improvement	☐ Get on School Board calendar for presentation ☐ Creating a VAPA facility presentation task force to collaborate on creating and presenting to the district office ☐ Develop presentation for the district for utilizing LCAP funds for VAPA facilities at appropriate school sites	No additional cost	Measurable Outcome: A board decision on utilizing LCAP funds for VAPA facility improvement has been made and communicated Completion Date: Spring 2007
Continue to update document of all existing VAPA facilities, unmet VAPA facility needs, and unused spaces at school sites	☐ Have VAPA point person at each school site update facilities use/ needs list ☐ Include maintenance team in determining details about each VAPA space	LCFF	Measurable Outcome: Clear and accurate record of all VAPA facilities including classrooms, studios, theater, and storage areas (square footage, photos, descriptions) List of underutilized spaces. Documents reviewed and approved by site leadership and VAPA team Completion Date: Spring 2008

Phase 3: 2 years, 2028-2030

**Strategic Direction A:
Aligned and Expanded VAPA Delivery**

Goal 1: Develop and Expand VAPA Programming

Focus Areas:

Evaluate and refine new middle school VAPA courses

Evaluate, refine, and share elementary arts integration lessons

Pursue and pilot dance opportunities through arts partnerships. Exploration of sustainable funding or grants to continue or expand the program

Review elementary VAPA offerings and continue working to close gaps

Goal 2: Strengthen Vertical Articulation

Focus Areas:

Continue reviewing results of standards based assessment and vertical curriculum alignment for ongoing improvement and continued implementation. Document results. Share progress in student-led conferences or exhibitions

Develop and implement arts integration lessons to close gaps in instruction particularly at elementary level

Pilots launched or planned for LA Arts Collective Advancement Grant and agreements or MOUs with arts organizations or teaching artists in place

Goal 3: Provide Goal-Oriented Scheduling
Focus Areas:
Continue to monitor the decrease in VAPA classes as a default “pull-out” for testing and services. Document connections between increased VAPA participation and increased attendance and/or overall student performance.
Assess improvement in itinerant teacher working conditions with a key focus on appropriate allotment of classroom space
Manage Advancement Grant’s reporting and implementation during grant period

**Strategic Direction B:
Diversified VAPA Experiences and Events**

Goal 4: Create Engaging Arts Events and Experiences
Focus Areas:
Evaluate and refine VAPA family nights
Monitor and identify increased VAPA enrollment and remaining VAPA gaps in class class and discipline offerings

Goal 5: Expand VAPA through Collaboration
Focus Areas:
Monitor and identify increased VAPA enrollment and remaining VAPA gaps in class class and discipline offerings
Collect feedback and celebrate the success of All-School VAPA event(s). Share event highlights on district platforms and recognize contributors. Plan for future events
Expand cross-curricular and cross-arts discipline projects and invite core subject teachers to link classroom content to the unit theme. Gather feedback to reflect on collaboration outcomes

Phase 3: 2 years, 2028–2030

Strategic Direction C: Sustained VAPA Growth through Enhanced Visibility

Goal 6: Celebrate VAPA Alumni Legacies

Focus Areas:

Expand, further professionalize, and promote Fine Arts Day

Continue to expand the presence of the Glendora arts in the community

Heighten the role of alumni accomplishments in the arts on the GUSD campuses for student learning

Goal 7: Communicate VAPA Experiences

Focus Areas:

Continue strengthening social media presence

Expand connections between Whitcomb High School (continuation) and Williams Educational Center (preschool), as well as elementary and middle schools

Expand teacher collaboration time

Phase 3: 2 years, 2028-2030

Strategic Direction D: Secured VAPA Funding and Development
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Goal 8: Improve Private VAPA Advocacy and Financial Support
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Focus Areas:

Refine the document/database and continually build bridges between the Chamber/community and VAPA needs and events
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Goal 9: Secure Funding for Dedicated VAPA Facilities

Monitor and refine documents of VAPA facility needs including a ranked list of unmet VAPA facilities needs.

Utilize LCAP fund for facility improvement as available.
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Explore community partners to supplement district funding for VAPA facilities.
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APPENDIX

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 four strategic directions and goal areas were developed to frame plan implementation: Ultimately, the strategic directions outline a comprehensive strategy across three phases to enhance Visual and Performing Arts (VAPA) delivery, experiences, visibility, and funding. **Each strategic direction in the plan focuses on 2-3 goals, and each goal will be reached by taking specific actions. Here are the strategic directions, goals, and corresponding actions.**

STRATEGIC DIRECTION A: Aligned and Expanded VAPA Delivery

- **Goal 1: Develop and Expand VAPA Programming**
Actions:
 - Create Discrete High School Visual Arts Class for SPED
 - Increase Variety of Performing Arts Disciplines
 - Strengthen and Protect Arts Courses of Instruction
 - Launch one SPED class for High School
- **Goal 2: Strengthen Vertical Articulation**
Actions:
 - Align Arts Benchmarks and Standard-Based Instruction during Professional Development Meetings.
 - Develop Meaningful Assessment Tools.
 - Prepare to Apply for LA Arts Collective Advancement Grant.
 - Align Arts Benchmarks and Standard-Based Instruction.
 - Apply for LA Arts Collective Advancement Grant.
- **Goal 3: Provide Goal-Oriented Scheduling**
Actions:
 - Limit student “pull-out” from arts classes for testing and services.
 - Consider and avoid itinerant teacher conflicts between schools.

STRATEGIC DIRECTION B: Diversified VAPA Experiences and Events

- **Goal 4: Create Engaging Arts Events and Experiences**
Actions:
 - Visual Art displays coincide with performances and other school events.
 - Dedicated VAPA K-12 meetings to coordinate collaborative events.
 - “Glendora USD State of the Arts” presentation at a school board meeting.
 - VAPA site family nights.
 - Continue “Glendora USD State of the Arts” presentation at a school board meeting each year.

- **Goal 5: Expand VAPA through Collaboration**

Actions:

- Determine Vision and Scope for All-Schools VAPA event.
- Explore Collaboration Opportunities between VAPA Disciplines.
- Execute All-Schools VAPA event.
- Pilot Collaboration between VAPA Disciplines.

STRATEGIC DIRECTION C: Sustained VAPA Growth through Enhanced Visibility

- **Goal 6: Celebrate VAPA Alumni Legacies**

Actions:

- Board of Education adopt a resolution declaring March as “Arts in Our Schools Month”.
- Display student and alumni artwork in the community.
- Board of Education continues each year to adopt a resolution declaring March as “Arts in Our Schools Month”.

- **Goal 7: Communicate VAPA Experiences**

Actions:

- Glendora High School Fine Arts Assembly/Collage Concert in the Event Center where each of the Fine Arts can showcase an authentic view of their work.
- Expand elementary school drama performance and Glendora High School school to all 5 elementary schools.
- Districtwide arts program visibility via social media.
- Expand elementary school arts connections with Glendora High School to include all Fine Arts.

STRATEGIC DIRECTION D: Secured VAPA Funding and Development

- **Goal 8: Improve Private VAPA Advocacy and Financial Support**

Actions:

- VAPA liaison lays the foundation for working with the community on VAPA support.
- Create a document of business, community organizations, and individual families who are potential VAPA sponsors.
- Collect data on current VAPA staffing.
- Develop a process for communication, procurement, and tracking of monetary and in-kind community donations.
- Procure donations from newly listed potential VAPA sponsors.
- Designate additional funding for VAPA performing arts coaches.
- Support ongoing community relations.

- **Goal 9: Secure Funding for Dedicated VAPA Facilities**

Actions:

- Identify LCAP funds that can improve VAPA facilities.
- Create document of all existing VAPA facilities, unmet VAPA facility needs, and unused spaces at school sites.
- Present case for utilizing LCAP funds for VAPA facility improvement.
- Continue to update document of all existing VAPA facilities, unmet VAPA facility needs, and unused spaces at school sites.