

Five-Year Strategic Arts Plan



Green Dot Public Schools

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.

The Role of the Arts at Green Dot Public Schools

Green Dot Public Schools is deeply committed to providing a vibrant, equitable arts education, recognizing the transformative power of the Arts in student development and well-being. This commitment is reflected in both the existing programming and the belief among school administrators and arts educators in the positive impact of arts on student success. The Arts teacher community is especially noted for its positivity, collaboration, and strong leadership.

Currently, Green Dot offers a wide range of arts programming, though access varies by site and discipline:

- **Visual & Media Arts:** All high schools offer at least one UC-approved course (e.g., art, digital art, photography, film). Several sites provide advanced options and new investments like Mac labs for digital design. Middle school offerings primarily come through partnerships (e.g., P.S. Arts), with formal courses still in development.
- **Dance & Theatre:** Five high schools offer UC-approved Drama courses, with integrated spoken word and ELA partnerships emerging. Dance is present via advisory/PE push-ins and one afterschool program, but no UC-approved or formal courses are yet in place.
- **Music:** One high school has a UC-approved music program with band and modern band offerings. Crescendo Music partners support afterschool and middle school programming. However, most middle schools still lack formal music courses and dedicated space.

Students organization-wide regularly participate in competitions, showcases, and arts-related enrichment opportunities—laying the groundwork for deeper, more equitable expansion.

Green Dot Public Schools Five-Year Strategic Arts Plan

Five-Year Plan Vision Elements

In late 2024, Green Dot established an Arts Planning Team to develop a new five-year strategic plan for arts education in collaboration with the arts teachers (district-wide). 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:

- Intentional Professional Exposure
- Public Student Showcases
- Functional and Dedicated VAPA Spaces and Equipment
- Expanded and Equitable Middle School VAPA
- Extensive Operational VAPA Support
- Advanced, Vertically Aligned Pathways
- Strategic and Unified VAPA Advocacy
- Nurturing and Connected VAPA Community
- Maximized and Transparent VAPA Funding
- Highly Qualified and Certificated VAPA Teachers
- Comprehensive and Diversified VAPA Offerings
- Standards Based Curriculum Assessment

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 implementation phases.

STRATEGIC DIRECTION A: Enhanced Engagement and Investment in VAPA

Goal 1: Increase Real World VAPA Exposure

Goal 2: Grow and Celebrate Student Artists

STRATEGIC DIRECTION B: Sustained Programmatic Growth through Innovative Staffing

Goal 3: Develop Sustainable VAPA Teacher Talent Pool

Goal 4: Create New VAPA Teaching Positions

STRATEGIC DIRECTION C: Expanded and Diversified VAPA Delivery

Goal 5: Increase VAPA Course Offerings Org-Wide

Goal 6: Enhance Instruction through Centralized Curriculum Support and PD

Goal 7: Leverage and Amplify the Arts to Enhance Joyful Student Learning Across all Disciplines

STRATEGIC DIRECTION D: Secured VAPA Funding and Improved Infrastructure

Goal 8: Develop Transparent and Collaborative Budgeting Processes and Ensure Sustainable Funds

Goal 9: Improve and Expand Visual and Performing Arts Facilities

Green Dot Arts Team Members and Key Contributors to the Planning Process:

- Leilani Abulon, Chief Academic Officer
- Cliff Campbell, High School Drama and Student Government Instructor
- Daniel Helenius, Director History/Social-Science and Electives Programs
- Rosa Joo, Visual & Performing Arts Program Coordinator
- Rachel Kopera, Visual and Performing Arts Teacher
- Dr. Chaleese Norman, Area Superintendent
- Melissa Annette Russell · Principal

Arts Ed Collective Coach: Jill Newman

To guide the development of this Five-Year Arts Strategic Plan, Coach Jill Newman engaged with two key groups: the full district arts teacher cohort and the cross-functional arts planning team listed above.

- On **January 3, 2025**, Jill facilitated a session with all district arts teachers to co-develop the vision for arts education at Green Dot.
- The **planning team** convened on **January 29, February 4, February 18, and March 12, 2025**, to complete the vision, assess current strengths and needs, shape strategic directions and goals, and design the three phased implementation action plan.
- On **April 28, 2025**, Jill presented the draft Arts Plan to the full arts teacher cohort to honor their initial contributions, share how their input shaped the plan, and invite feedback and questions.

A Strategic Path Forward

The Five-Year Arts Strategic Plan provides a clear, intentional roadmap to deepen the quality, consistency, and visibility of arts education across Green Dot campuses. This plan is not siloed—it is built to support and amplify the goals of ***Reimagine 2030***, Green Dot’s organizational strategic plan.

Shared Priorities Include:

***Reimagine 2030* Goal: Academic Rigor and College Readiness**

Arts Plan actions that directly support this strategic goal:

- Expand UC-approved arts courses and advanced pathways
- Support students applying to art schools
- Contribute to A–G completion and postsecondary preparation

***Reimagine 2030* Goal: Equity and Accelerated Learning**

Arts Plan actions that directly support this strategic goal:

- Expand access to middle school arts programs across disciplines
- Prioritize inclusive programming that celebrates Black scholars and disrupts systemic barriers
- Elevate student voice through public showcases, competitions, and collaborative events

***Reimagine 2030* Goal: Joyful Learning and Student Well-being**

Arts Plan actions that directly support this strategic goal:

- Leverage the arts to enhance engagement and foster joy across all disciplines
- Offer school-wide experiences through live performances, cross-campus events, and mural projects
- Provide mentoring, internships, and real-world exposure to creative careers

***Reimagine 2030* Goal: Relationship Building and Community**

Arts Plan actions that directly support this strategic goal:

- Build a nurturing and connected arts community for students and educators
- Involve families and the broader community through exhibitions, performances, and outreach
- Cultivate partnerships with professional artists and arts organizations

Five-Year Strategic Implementation Plan 2025-2030

PHASE 1 = 2 YEARS, 2025 - 2027

Strategic Direction A: Enhanced Engagement and Investment in VAPA			
Goal 1: Increase Real World VAPA Exposure			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Each HS arts student and all MS students participate in at least one VAPA field trip(s) each year	☐ Gather recommendations from VAPA teachers of past field trips ☐ Create a menu of options in visual arts, drama, and music disciplines for field trips and (including application process/links, deadlines, etc.) ☐ Build culminating field trip into MOUs with arts vendors, where applicable ☐ Budget for field trips for each school	Point Person(s)/Group: VAPA Coordinator VAPA Teachers Budget Source: Prop 28 VAPA Department budgets	Measurable Outcome: Each VAPA teacher plans for at least one field trip per year Completion Date: Spring 2026
Expand arts partnerships to increase access for more schools	☐ Assess school needs for vendors in in-school, after school, and spring/summer break spaces ☐ Vet additional vendors to address need ☐ Assess current programs/partnerships ☐ Create a menu of options including a range of disciplines, services, and cost ☐ Budget for vendors at the school level	Point Person(s)/Group: VAPA Coordinator Budget Source: Prop 28	Measurable Outcome: - All middle schools offer VAPA programming during or after school - 100% increase in schools engaged in arts partnerships (baseline FY25) Completion Date: Spring 2027

PHASE 1 = 2 YEARS, 2025 - 2027

Goal 2: Grow and Celebrate Student Artists			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Increase visibility of VAPA programs through consistent Communications Team presence at school site VAPA events to capture footage and interview students in order to increase social media engagement.	☐ Create an annual calendar (living document) of planned VAPA events across school sites (art shows, drama showcases, band concerts) ☐ Calendar Communications Team presence in advance ☐ Create shared library of media for recruitment and other purposes ☐ Post monthly to social media ☐ Update annually on internal website	Point Person(s)/Group: VAPA Coordinator, Communications Team Budget Source: N/A	Measurable Outcome: Curated library of photos and video of VAPA activities across schools Completion Date: Spring 2026
Create supports to incentivise and support teachers in preparing a public showcase that validates/celebrates student work.	☐ Create exemplars https://www.youtube.com/watch?v=f2cXE8fazXE ☐ Create a “how to backwards plan” to a public showcase document/slides ☐ Create time and space for teachers to plan for site-based showcase	Point Person(s)/Group: VAPA Ambassador or other teacher leader position Budget Source: N/A	Measurable Outcome: Increase in teacher participation in site-based showcases Completion Date: Spring 2027

PHASE 1 = 2 YEARS, 2025 - 2027

Strategic Direction B: Sustained Programmatic Growth through Innovative Staffing			
Goal 3: Develop Sustainable VAPA Teacher Talent Pool			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Improve VAPA Aides role in order to attract and retain VAPA talent	☐ Ongoing meetings with Human Capital focused on VAPA pipelines ☐ Develop incentives outside of ACEA payscale for VAPA Aides (stipends for credential, paid PD opportunities, stipended options for after school programs) ☐ Create resource for host teachers to clarify roles and support with coaching/development of Aides ☐ Centralized support space for host teachers/aides ☐ Widen the talent pool for VAPA Aide by creating option for part-time	Point Person(s)/Group: VAPA Coordinator with Human Capital Budget Source: examples of budget N/A	Measurable Outcome: Revised job description for VAPA Aides Host teacher support document Completion Date: Spring 2026
Leverage existing residencies to recruit VAPA talent	☐ Compile profiles of residencies that could be leveraged for VAPA recruitment ☐ Offer VAPA credentials as an option ☐ Provide clear guidance on supplementary VAPA credentials	Point Person(s)/Group: Human Capital Budget Source: N/A	Measurable Outcome: Clearly defined support path for teachers to add VAPA credentials to preexisting education and training. Completion Date: Spring 2027
Goal 4: Create New VAPA Teaching Positions: <i>Actions begin in Phase 2, 2027 - 2029</i>			

PHASE 1 = 2 YEARS, 2025 - 2027

Strategic Direction C: Expanded and Diversified VAPA Delivery			
Goal 5: Increase VAPA Course Offerings Org-Wide			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Ensure all middle schools have VAPA programming in place by 2027	☐ Study Mae Jemison model to determine replicability (advisory) ☐ Codify best practices from middle schools that have strong arts programming. ☐ Develop a menu of options for middle schools that can't incorporate FTEs: e.g. Advisory arts, after school, breaks, explore attendance recovery option, etc.) ☐ Meet with MS administrators to review options and create plans to expand arts programming	Point Person(s)/Group: VAPA coordinator, principals Budget Source: NA	Measurable Outcome: 100% of Green Dot middle schools offer VAPA programming during the school day, after school, or during breaks. Completion Date: Spring 2027
Expand high school VAPA offerings to ensure all students have access to AP/advanced level courses OR multiple arts disciplines	☐ Gather data on existing programming and pathways at all HSS ☐ Research UC doorways for feasible offerings that meet the F requirement ☐ Create menu of options for schools ☐ Assess matrices to determine if advanced pathway/additional arts disciplines are possible at schools who do not currently have ☐ Work with school leaders and counselors to generate plan for expansion of VAPA electives courses	Point Person(s)/Group: VAPA coordinator, principals, counseling team Budget Source: NA	Measurable Outcome: 100% of Green Dot high schools offer a vertical pathway OR multiple disciplines in VAPA. Completion Date: Spring 2027

PHASE 1 = 2 YEARS, 2025 - 2027

Goal 6: Enhance Instruction through Centralized Curriculum Support and PD			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Create a centralized support system for onboarding new arts teachers and launching new courses.	☐ Gather materials lists from VAPA departments across the org ☐ Create materials list for each VAPA course/discipline ☐ Create a Grow Your Dot position for curriculum developers/reviewers so current VAPA teachers can generate guidance for courses offered across campuses (AP Studio Art, Drama, etc.) ☐ Course-alike teachers preview guides and provide feedback ☐ Revise and share with all new hires and post on the VAPA page on Connect	Point Person(s)/Group: Teacher leaders, VAPA coordinator Budget Source: N/A	Measurable Outcome: Administrators and new teachers are utilizing a centralized support system for onboarding new arts teachers and launching new courses. Completion Date: Spring 2026
By the end of year 2, develop and pilot common rubrics across disciplines.	☐ Sub interested teachers out to collaborate and create common rubrics. ☐ Identify course power standards and develop aligned rubrics ☐ Share common rubrics at AGDD ☐ Structure collaboration around common assessments where teachers norm on assessments (SWA)	Point Person(s)/Group: VAPA teacher leaders, VAPA Coordinator Budget Source: Prop 28	Measurable Outcome: Common Rubrics are utilized by teachers org-wide Completion Date: Spring 2027

Goal 7: Leverage and Amplify the Arts to Enhance Joyful Student Learning Across all Disciplines			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Contract Teaching Artists to provide arts integration in non-VAPA middle school courses	☐ Identify schools that have ☐ Implement 2-3 arts integration programs in collaboration with teaching artists (e.g. Film & Ethnic studies; Spoken Word & ELA, Photography & Journalism/Creative Writing)) ☐ Monitor and assess outcomes ☐ Create a plan to replicate at other schools	Point Person(s)/Group: VAPA Coordinator, Curriculum Specialists, Principals Budget Source: Prop 28	Measurable Outcome: Arts integration is implemented in 2-3 Middle School courses. Plans are developed for replicating at additional schools. Completion Date: Spring 2027

**Strategic Direction D:
Secured VAPA Funding and Improved Infrastructure**

Goal 8: Develop Transparent and Collaborative Budgeting Processes and Ensure Sustainable Funds			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Share budgeting process with stakeholders	☐ Obtain/create timeline that illustrates budgeting processes parallel to academic/programmatic decisions (e.g. staffing, academic matrix, department budgets) ☐ Create a slide of planned Prop 28 spending for each school that admin can imbed into budget/announcements for VAPA department meetings	Point Person(s)/Group: Finance, OFMs, Principals, VAPA Coordinator Budget Source: N/A	Measurable Outcome: 1 Prop 28 update slide per school by June Completion Date: Spring 2026

PHASE 1 = 2 YEARS, 2025 - 2027

Goal 9: Improve and Expand Visual and Performing Arts Facilities			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Assess VAPA facilities and create a plan for facilities improvement/expansion	☐ Survey VAPA teachers on current spaces and needs ☐ Assess school budgets and determine available funds for facilities improvement ☐ Meet with the dir. of facilities for a space audit ☐ Develop VAPA facilities improvement/expansion plans for each school (that needs one)	Point Person(s): Teachers, principals, Dir. of Facilities, VAPA Coordinator Budget Source: N/A	Measurable Outcome: VAPA facilities improvement plan for each school in need Completion Date: Spring 2027

PHASE 2 = 2 YEARS, 2027 - 2029

Strategic Direction A: Enhanced Engagement and Investment in VAPA			
Goal 1: Increase Real World VAPA Exposure			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
All arts students experience connections to industry professionals and processes through classroom visit(s).	☐ Collaborate with Community Schools team to gather resources and contacts for arts professionals ☐ Survey arts teachers ☐ Pilot classroom visits with industry professionals across disciplines ☐ Provide space in AGDD for teachers to share experiences with classroom visits	Point Person(s): VAPA Coordinator Budget Source: Prop 28	Measurable Outcome: Organize at least 5 classroom visits across schools and disciplines Completion Date: Spring 2028
Provide internship/mentoring opportunities for high school students enrolled in advanced level arts courses	☐ Collaborate with Community Schools team and Expanded Learning team to survey available resources ☐ Work with Alumni Champions/Counseling team/VAPA teachers to identify alumni working in the arts ☐ Summer internships for rising seniors ☐ Mentorships for seniors working toward post-secondary study or profession in the arts	Point Person(s): VAPA Coordinator, Expanded Learning Team, Community Schools Team Budget Source: Prop 28, ELOP	Measurable Outcome: Secure summer internships/mentorships in the arts for 3-5 rising seniors Completion Date: Spring 2029

PHASE 2 = 2 YEARS, 2027 - 2029

Goal 2: Grow and Celebrate Student Artists			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Create a plan for inter-school arts showcase, including facilities solution, and processes for curating, documenting, highlighting student work	☐ Form a committee of teacher leaders ☐ Engage VAPA teachers in drafting a vision for end product ☐ Assess commitment/buy-in from teachers ☐ Backwards plan to the vision	Point Person(s): Committee of stipended teacher leaders Budget Source: Advancement Grant	Measurable Outcome: A plan for inter-school arts showcase Completion Date: Spring 2028
Host inter-school arts showcase	☐ Teachers revisit plan in the fall and build into curriculum ☐ Secure space and funding ☐ Quarterly check-ins with committee ☐ Progress checks with participating teachers	Point Person(s): Committee of stipended teacher leaders Budget Source: Advancement Grant	Measurable Outcome: Host Inter-school arts showcase Completion Date: Spring 2029

PHASE 2 = 2 YEARS, 2027 - 2029

Strategic Direction B: Sustained Programmatic Growth through Innovative Staffing			
Goal 3: Develop Sustainable VAPA Teacher Talent Pool			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Develop a multiple pathways to arts teaching credential: • VAPA Aide > VAPA Teacher • Teaching Artists > • Alumni > • Student Teaching >	• Ongoing meetings with HC to determine pathways • Codify as new pathways are developed	Point Person(s): VAPA Coordinator with Human Capital Budget Source: N/A	Measurable Outcome: Increase in VAPA staff with preexisting professional and student careers at Green Dot. Completion Date: Spring 2028
Develop relationships with local schools of ed offering arts credentials	☐ Identify schools of ed currently offering credentials in art, theatre, and music and connect with department heads. ☐ Attend recruitment nights or visit classes promoting Green Dot (leverage footage captured by comms)	Point Person(s): VAPA Coordinator with Human Capital Budget Source: N/A	Measurable Outcome: Increase in VAPA staff from local institutions of higher ed. Completion Date: Spring 2029

PHASE 2 = 2 YEARS, 2027 - 2029

Goal 4: Create New VAPA Teaching Positions			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Work to create part-time VAPA teaching positions	☐ Ongoing meetings with HR & Legal ☐ Develop contract language for part-time teaching positions	Point Person(s): CAO, Dir., Coordinator, CPO, Legal Budget Source: N/A	Measurable Outcome: Part-time VAPA teaching positions are available and filled. Completion Date: Spring 2027

**Strategic Direction C:
Expanded and Diversified VAPA Delivery**

Goal 5: Increase VAPA Course Offerings Org-Wide			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Assess MS programming across schools to codify MS model for VAPA Programming	☐ Determine criteria for assessment (rubric, student/parent surveys, etc.) ☐ Analyze data to codify best practices among schools. ☐ Share with admin and support implementation	Point Person(s)/Group: VAPA Coordinator Budget Source: N/A	Measurable Outcome: A clear model for consistent VAPA programming across all MSs Completion Date: Spring 2029

Goal 6: Enhance Instruction through Centralized Curriculum Support and PD			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Monitor implementation of common rubrics and continue calibration/SWA sessions with VAPA teachers	☐ Established benchmarks for baseline, mid-year, and end of year assessment ☐ Plan SWA/calibration sessions for AGDD collaborations to analyze student growth over time ☐ Identify learnings and build out teacher-facing planning supports for following year	Point Person(s): VAPA teacher leaders, VAPA Coordinator Budget Source: N/A	Measurable Outcome: Increase in quality and consistency of course work org-wide due to analysis and reflection of common rubrics outcomes. Completion Date: Spring 2028
Create course capstone projects that serve as evidence of student learning (portfolio, performances, etc.) with common criteria	☐ Determine common criteria ☐ Create capstone assessment tools ☐ Leverage org-wide collaboration days to collaborate on student work in relation to criteria.	Point Person(s): VAPA teacher leaders, VAPA Coordinator Budget Source: Prop 28	Measurable Outcome: Capstone projects are presented, celebrated, and assessed based on common criteria. Completion Date: Spring 2029

Goal 7: Leverage and Amplify the Arts to Enhance Joyful Student Learning Across all Disciplines			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Develop and pilot arts integration unit	☐ Identify standards alignment between VAPA and other subject areas ☐ Identify co-planning teacher pair (one VAPA and one other) ☐ VAPA coordinator supported pullout day for co-planning of unit ☐ Observe lesson implementation, debrief and revise ☐ Share with larger VAPA teacher/admin community	Point Person(s): VAPA teacher, non-VAPA teacher, Curriculum Specialists, VAPA coordinator Budget Source: Prop 28	Measurable Outcome: One arts integration unit Completion Date: Spring 2029

**Strategic Direction D:
Secured VAPA Funding and Improved Infrastructure**

Goal 8: Develop Transparent and Collaborative Budgeting Processes and Ensure Sustainable Funds			
Action(s)	Tasks	Point Person(s) Budget Source	Measurable Outcome Completion Date
Secure supplemental (to Prop 28) funding to ensure sustainability of arts programming	☐ Analyze spending and identify fiscal need unmet by Prop 28 ☐ Identify areas of overlap with other existing funding sources (e.g. ELOP, community schools) ☐ Research/apply for available arts grants	Point Person(s): VAPA Coordinator, Expanded learning coordinator, Innovation team, grants managers Budget Source: N/A	Measurable Outcome: Increased supplemental VAPA funding is secured. Completion Date: Spring 2029

PHASE 2 = 2 YEARS, 2027 - 2029

Goal 9: Improve and Expand Visual and Performing Arts Facilities			
Action(s)	Tasks	Point Person(s)	Measurable Outcome
		Budget Source	Completion Date
implement facilities improvement plans	☐ Secure supplemental funding needed to implement facilities improvement plans ☐ Plan for summer upgrades ☐ Implement facilities improvement plans in early summer ☐ Assess need and potential for facilities expansion ☐ Create a plan for facilities expansion (if needed)	Point Person(s)/Group: Teachers, principals, dir. Of facilities, VAPA Coordinator Budget Source: TBD	Measurable Outcome: This is the evidence of success Completion Date: Spring 2029

PHASE 3 = 1 YEAR, 2029 - 2030

Strategic Direction A: Enhanced Engagement and Investment in VAPA	
Goal 1: Increase Real World VAPA Exposure	
Focus Areas:	
Evaluate, support, and refine the following initiatives: 1. Field trip program 2. Arts partnership offerings both during and after school 3. Visiting artist program for VAPA classes 4. Summer internships for rising seniors 5. Mentorships for seniors pursuing a career in the Arts	

Goal 2: Grow and Celebrate Student Artists
Focus Areas:
Evaluate and refine inter-school arts showcase

Strategic Direction B: Sustained Programmatic Growth through Innovative Staffing
Goal 3: Develop Sustainable VAPA Teacher Talent Pool
Focus Areas:
Evaluate, support, and refine the following initiatives for increasing VAPA teacher pool: 1. Support for teaching aides 2. Pathway support for adding VAPA credentials to existing professional and educational experience 3. Pathway support and development of overall recruitment strategy for transitioning from the following roles into Green Dot VAPA teacher: a. VAPA Aide b. Teaching Artists c. Alumni d. Student Teaching

Goal 4: Create New VAPA Teaching Positions
Focus Areas:
Create recruitment strategy for all VAPA teaching positions
Create site-based position for non-credentialed Teaching Artists on Special Assignment

PHASE 3 = 1 YEAR, 2029 - 2030

**Strategic Direction C:
Expanded and Diversified VAPA Delivery**

Goal 5: Increase VAPA Course Offerings Org-Wide

Focus Areas:

Maintain and support consistent VAPA programming across all MSs

Analyze VAPA programming impact over 5 years

Develop and test an assessment measure for expansion of HS VAPA courses

Goal 6: Enhance Instruction through Centralized Curriculum Support and PD

Focus Areas:

Evaluate and refine use of common rubric

Support and grow use of capstone projects as both an assessment of learning and celebration of achievement

Goal 7: Leverage and Amplify the Arts to Enhance Joyful Student Learning Across all Disciplines

Focus Areas:

Assess impact of arts integration in MS on student engagement and success in pilot courses. Expand arts integration in MS accordingly.

PHASE 3 = 1 YEAR, 2029 - 2030

**Strategic Direction D:
Secured VAPA Funding and Improved Infrastructure**

Goal 8: Develop Transparent and Collaborative Budgeting Processes and Ensure Sustainable Funds

Focus Areas:

Review success and challenges in increasing VAPA funding. Identify areas for continued growth.

Goal 9: Improve and Expand Visual and Performing Arts Facilities

Assess facilities upgrades. Document and prioritize remaining needs.