

Norwalk-La Mirada Unified School District

Strategic Arts Plan

2018-2023

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The Development of the strategic plan for arts education is a partnership between the Los Angeles County Arts Education Collective and the Norwalk-La Mirada Unified School District. In 2017-2018 the District worked with Arts Ed Collective Coach, Sandy Seufert.

Los Angeles County Arts Commission – Arts Education Collective

In 2002, the Los Angeles County Board of Supervisors established the Arts Education Collective to align efforts across the region with the ambitious goal that LA County’s 1.5 million public school students receive a well-rounded education that includes the arts.

The Arts Ed Collective is comprised of policy makers, educators, arts organizations, teaching artists, funders, business leaders and community advocates. Strategic direction for the initiative is guided by the Leadership Council and Funders Council. The Los Angeles County Arts Commission offers administrative support and the Los Angeles County Office of Education (LACOE) provides curriculum and instructional services for educators Countywide. LACountyArtsEdCollective.org

The District History of Arts Education

In 2006 Norwalk-La Mirada USD (NLMUSD) adopted the original VAPA Strategic Plan. This plan guided the VAPA coordinator to create a good foundation. In 2008 the first VAPA teacher was hired to teach music in 3 of the 17 elementary schools.

The Norwalk-La Mirada USD Visual and Performing Arts have not only grown and expanded in the NLMUSD over the last 13 years but have become an expected and embedded part of the culture within the District. The Norwalk-La Mirada USD includes: 17 Elementary sites, 6 Middle School sites, 3 Comprehensive High School sites, 1 Continuation High School site and 1 Academy High School site.

VAPA at our Elementary level include: TK-5 (District designed) General Music once a week for all classes at all 17 sites provided by Credentialed Music Teachers. Visual and Performing Arts at our 6 Middle Schools include: Band, Orchestra, Choir, Guitar, Dance, Theatre, 2D Art, 3D Art, Media Arts, and Photography. Many of the VAPA programs at our High School level are Award-Winning in many art forms. Visual and Performing Arts at our High School level include: Marching Band, Wind Ensembles, Jazz Band, Guitar, Orchestra, Choir, Dance, Theatre, Visual Arts, Media Arts, Fashion Design, AP Studio Art, and Ceramics.

The revision of the VAPA Strategic plan, originally created in 2006, is necessary to help NLMUSD continue to grow and refine in the Arts. The plan update included technology and infrastructure. This revised plan to helps guide us for the next stage.

Norwalk-La Miranda School District Vision Statement

Mission Statement

Norwalk-La Mirada Unified School District, in collaboration with parents and community, shall develop in all students the knowledge, understanding, skills, and attitudes to empower them to become life-long learners and productive citizens in an ever-changing world. This will be accomplished in a climate that promotes high expectations, strives to meet individuals needs and values diversity.

Where EVERY student is given EVERY opportunity to demonstrate EXCELLENCE!!

Vision Statement

Norwalk-La Mirada Unified School District is leading our community into the future by developing students who are open and curious, skilled in critical thinking, working in teams, and using new and current technologies.

We personalize learning to meet the needs, motivations, and strengths of each student, ensuring every student graduates, prepared to succeed in college, careers, and participate positively in our community's civic life.

Executive Summary

Practical Vision Goals: The District Arts Team, a collection of District teachers and administrators, met and answered the question, “If all things were possible, what would we want to see in five years as the result of our plan in arts education?” The following Goals were created from a brainstorming session based on their vision for NLMUSD. The full Practical Vision document can be found in the Appendix.

	State of the Art VAPA Facilities and Exhibition Spaces	Equitable and Accessible Arts for All	Ongoing and Dedicated Collaboration Time	Thriving and Supportive Partnerships	Innovative, Ongoing Marketing to Establish our Brand as an Arts Destination
Dedicated and Sustainable Arts Funding	Highly-Qualified Credentialed Arts Instructors	High-Quality and Relevant Professional Development	Engaging and Innovative Standards-Based Arts Curriculum	Real World Exposure to the Arts in College and Career Experiences	Supportive and Coordinated Leadership

Current Reality

On January 25, 2018 The District Arts Team of Norwalk-La Mirada Unified School District identified the strengths the district could build on and the challenges it would face as it moved toward enacting the practical vision for arts education. This is the **Current Reality** for the District. Asterisks indicate key actions and priorities identified by the DAT Team.

(* = 1 vote, ** = 2-3 votes, *** = 4 or more votes)

Strengths <i>Momentum Towards Vision</i>	Challenges <i>Forces Resisting Our New Direction</i>
<ul style="list-style-type: none"> • District values the arts * • District has credentialed arts teachers • Arts pathways exist • K-12 music instruction is in all schools • Performances and exhibitions are well-supported and attended • Parents value the arts • District Teacher of the Year is an art teacher • Community supports the art show • There is an FTE TOSA for arts coordination • School Board supports the arts • School Administration supports the arts • Arts programming attracts students from outside the District ** 	<ul style="list-style-type: none"> • Budget considerations in paying for STRS (State Teacher Retirement System) * • Finding adequate credentialed teachers, especially in dance • Retaining quality talent ** • Leveled classes don't exist ** • Arts classes offered by grade level, not by skill level • ELD (English Language Development) and struggling students have limited access to arts due to scheduling ** • Mainstreamed students placed in classes without sufficient support ** • District is experiencing declining enrollment • Competing priorities, money, time allotment for professional development for classroom teachers * • Uncoordinated collaboration among arts specialists ** • Limited accountability for Standards-Based VAPA curriculum and instruction ** • Schools are silos * • Unsystematic coordination and cohesion across the District for curriculum development ***

Current Reality from Data Review

The district participated in The Arts Education Profile to assess the current status (2017-2018) of arts programming across the district. In addition, the group reviewed the online LA County Arts Ed Profile Tool, and the CREATE CA online Arts Education Data Project. The CAT team worked in specialized groups to review this data with a focus on capturing additional strengths challenges, and opportunities. The findings from the data review are summarized below:

Data Source	Strengths	Challenges	Opportunities
Arts Ed Profile – Dance, Theatre, Visual Arts, Media Arts, Music and General Arts Instruction	<ul style="list-style-type: none"> • Almost 100% of Elementary schools offer General Music; 83% of Elementary schools offer Visual Arts • Dance data show no dance but both high schools have dance • There is question about the infographic on how the percentage is calculated and what the numbers represented • Music is a strength • Arts is a presence across the District at most campuses 	<ul style="list-style-type: none"> • Dance - Accuracy of information in data – missing high school Dance (La Mirada, Norwalk) • Who is doing the afterschool dance program with grades 1-4? • Theater – only 2 middle schools, Corvalis and Benton, have theater • Visual Arts – Full time teachers in high school are low 	<ul style="list-style-type: none"> • Facilitated collaborative meetings (exchange of ideas) • Make sure everyone is currently credentialed • All courses should be UC approved immediately
Arts Ed Profile – Community and Financial Support	<ul style="list-style-type: none"> • District support in Title 1 elementary schools 	<ul style="list-style-type: none"> • No arts foundation exists 	<ul style="list-style-type: none"> • Marketing to get more money • Engage more stakeholders
Arts Ed Profile – Successes and Challenges/Findings and Considerations	<ul style="list-style-type: none"> • Music teachers – over 20 in the District • Music and Visual Arts are more widely offered 	<ul style="list-style-type: none"> • Limited arts offered outside the school day • Lack of dance, theater and media arts • Lack of equity – consistency in what is offered 	<ul style="list-style-type: none"> • Engage with community partners • Connect with Higher Ed to support programs – especially dance, theater, and media arts • Find grants • Work with experts (teacher across mediums) to grow and make arts more equitable
Arts Education Data Project – Online Data on Secondary Schools, Statewide (2014-2015)	<ul style="list-style-type: none"> • Theater participation in our District is higher than the State – NLMUSD 7%, State 4% 	<ul style="list-style-type: none"> • District-wide we have 0% enrollment in dance with a Statewide average at 2% • La Mirada schools have higher enrollment than Norwalk schools in music • Art participation is 15% NLMUSD with 17% State • Music – District participation the same as State average 	<ul style="list-style-type: none"> • There are other art forms (Dance and Theater) that we are not currently enrolling in that can be beneficial for our students • Be advocates for the arts • Collaboration between all art forms
LA County Arts Ed Profile Tool – Online Data from LA County Schools, 2015	<ul style="list-style-type: none"> • 4 of 5 disciplines offered at high school • Overall District offers arts ed in all disciplines (Music and Visual Arts) • Credentialed arts instructors in all disciplines (Music and Visual Arts have the most) • Work with Community Partners • Afterschool programs are in all Districts with theater being the most 	<ul style="list-style-type: none"> • Only 50% of District schools responded to survey • Arts Ed – low % in Dance and Media Arts • Inconsistent by grade levels – not all art forms in elementary (dance, theater, and media arts are low or inconsistent); middle school drops off in all disciplines; afterschool – low dance and media arts 	<ul style="list-style-type: none"> • Include PE in dance • Arts organizations to bring in dance • Utilize local arts organizations (La Mirada Theater)

Strategic Directions

To come up with Strategic Directions to guide the plan and address the challenges, the Norwalk-La Mirada Unified School District Community Arts Team was asked: *What creative and innovative actions can we take to address our challenges and move toward our vision?* The District Arts Team moved forward actions from the previous arts plan, created in 2006, and developed the following strategic directions, goal areas, and actions to support implementation based on the Current Reality of the District. (The full Strategic Directions document can be found in the Appendix)

1. Provide the Foundation to Ensure Equity and Access to Arts for All – EVERY STUDENT

Goal 1: Sustain and Expand Infrastructure to Provide Leadership and Staffing for Arts Education

Goal 2: Leverage Community Involvement and Support for the Arts through Collaborative Involvement

Goal 3: Ensure Equity and Access to Arts for All

Goal 4: Create Infrastructure that Provides for Access to and Maintenance of Facilities Appropriate for Teaching the Arts as well as Provide Adequate Instructional Resources, including Equipment, Materials and Supplies

2. Provide High Quality Teaching and Learning in the Arts – FUTURE READY

Goal 1: Provide Ongoing, Differentiated Professional Development for District and Site Leadership, and for all the Personnel Involved in Arts Instruction

Goal 2: Develop District-Wide, Sequential, Standards-Based Curriculum and Instruction

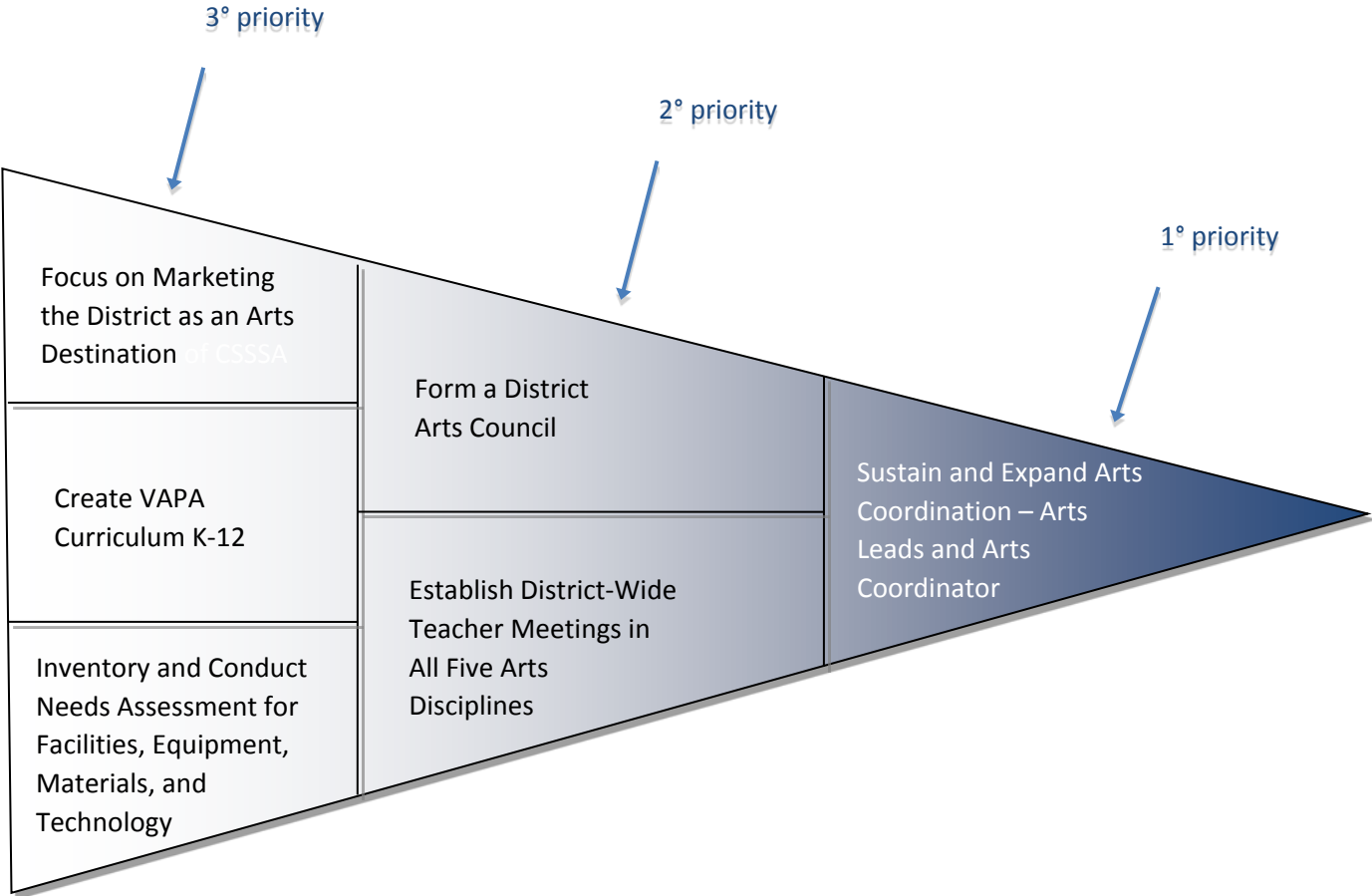
Goal 3: Provide Collaborative Teaming Time District-Wide

3. Commit to Long-Term Investment for Stability and Status as an Arts Destination – OUR PROMISE

Goal 1: Develop a Long-Range Plan for Sustaining Funding and Resources Specifically Dedicated to Arts Education and Instruction

Goal 2: Establish and Promote Our NLMUSD Brand as an Arts Destination

Norwalk La-Mirada Unified School District – Key Priorities for Implementation in Year One/Phase One



Strategic Direction #1: Provide the Foundation to Ensure Equity and Access to Arts for All – EVERY STUDENT

1st Year Goals and Actions	Quarter 1 Tasks July-Sept	Quarter 2 Tasks Oct-Dec	Quarter 3 Tasks Jan-Mar	Quarter 4 Tasks Apr-June	Budget Implications/ Point Person(s)	Measurable Outcomes (Evidence of Success)
Goal #1: Sustain and Expand the Infrastructure to Provide Leadership and Staffing for Arts Education						
Action: Form a District Arts Council	Solicit membership Establish calendar for meetings Conduct 1 st Meeting to cover goal setting and plan implementation	2 nd Meeting to cover how things are going and ideas for improvement Review and update District Arts Policy	3 rd Meeting – Begin Revision of the Years 2-5 Action Plan District Arts Policy sent to the legal department and then to the Board for Approval	4 th Meeting – Create a plan for implementation of the revised Years 2-5 Action Plan	Budget: for facilities, snacks, sub-pay Point Person: VAPA Coordinator, Arts Ed Collective Coach	Updated Strategic Arts Plan 4 Meetings of the District Arts Council
Action: Institute District leads in each of the five arts disciplines	Create an invitation to be an Arts Lead Create and disseminate an application and Interview candidates	Choose the Arts Leads Define the roles of the Arts Leads		Conduct a meeting to plan for next year	Budget: Stipends for Arts Leads (what funding source?) Point Person: VAPA Coordinator, Arts Ed Collective Coach	To have a dynamic, cohesive team of 5 Arts Leads
Action: Maintain VAPA Coordinator Position, including Professional Development	Set goals and objectives aligned with the Strategic Arts Plan Set up calendar for check-in meetings with Director of Curriculum, Instruction, and Assessment	Professional development for VAPA Coordinator		Professional development for VAPA Coordinator	Budget: LCAP funds Point Person: Director of Curriculum, Instruction, and Assessment	Position is maintained
Goal #2: Leverage Community Involvement and Support for the Arts Through Collaborative Involvement						
Action: Develop a list of community arts resources	Do brainstorming and research Network with the Arts Ed Collective and colleagues to share ideas, resources, contacts	Conduct outreach to select organizations to create partnerships Write grants	Develop and plan for future partnerships Consider Saturday School as a venue (Sat. Conservatory)	Create budgets and further plan for 2019-2020	Budget: Potential Stipends Point Person(s): VAPA Coordinator; District Arts Council	A list of established community partnerships
Goal #4: Create Infrastructure that Provides for Access to and Maintenance of Facilities Appropriate for Teaching the Arts as well as Provide Adequate Instructional Resources, Including Equipment, Materials & Supplies						
Action: Inventory and conduct needs assessment for facilities, equipment, materials and technology	Designate the team to do the inventory Establish criteria	Collect data	Analyze data Tour exemplar facilities	Conduct a needs assessment	Budget: Travel expenses, sub release time Point Person(s): VAPA Coordinator; Dist. Arts Council	A developed plan for facilities, equipment, materials and technology

Strategic Direction #2: Provide High Quality Teaching and Learning in the Arts – FUTURE READY						
1 st Year Goals and Actions	Quarter 1 Tasks July-Sept	Quarter 2 Tasks Oct-Dec	Quarter 3 Tasks Jan-Mar	Quarter 4 Tasks Apr-June	Budget Implications/ Point Person(s)	Measurable Outcomes (Evidence of Success)
Goal #1: Provide Ongoing, Differentiated Professional Development for District and Site Leadership, and for all the Personnel Involved in Arts Instruction						
Action: Send VAPA Teachers to local conferences	Research conferences Have a small team per site	Create and launch an application process Register teachers Determine process to share learning	Teachers share learning with colleagues (at Collaborative Meetings for each of the five disciplines)->		Budget: Conference registration fees, Mileage, sub-release time Point Persons: VAPA Coordinator; Director of Curriculum, Instruction and Assessment	Best practices shared among arts staff Multiple teachers attend local conferences and professional development
Goal #2: Develop District-Wide, Sequential, Standards-Based Curriculum and Instruction						
Action: Develop K-12 Visual Arts and Music Curriculum	Conduct a Summer Curriculum Process Workshop (July-Aug) for 4-5 days for discipline-specific (all grades) cohorts Determine essential standards Create Skeleton map (Schoology) Review National Arts Standards	Develop units -> Conduct materials and resources research -> Share lessons after-school (Google, Schoology) ->		Share lessons in day long convening	Budget: Extra pay, refreshments, materials, sub-release time Point Persons: VAPA Coordinator; Director of Curriculum, Instruction and Assessment	Curriculum maps K-12 Repository for lessons
Action: Pilot Drama curriculum integration program at elementary school	Offer Professional Development for Teachers with Drama Ed-Network	Received coaching -> Conduct demo lesson -> Study with consultant ->			Budget: Extra pay, sub-release time, fee for consultant Point Person: VAPA Coordinator	Creation of integrated drama lessons Demonstrated use of performing arts strategies in lesson planning
Goal #3: Provide Collaborative Teaming Time District-Wide						
Action: Establish collaborative meetings for teachers in all five disciplines	Meeting #1 (Full day) to establish goals, design survey, share work/best practices	Meeting #2: Share inventory of materials – “Where are the gaps?” share best practices, plan showcases	Meeting #3: Share best practices, discuss curriculum integration with CCSS, plan showcases	Meeting #4: Share best practices, plan for Summer	Budget: Extra pay, refreshments, materials, sub-release time Point Persons: Director of Curriculum, Instruction and Assessment; Arts Leads	4 Meetings completed Developed list of best practices Showcases occurred

Strategic Direction #3: Commit to Long-Term Investment for Stability and Status as an Arts Destination – OUR PROMISE						
1 st Year Goals and Actions	Quarter 1 Tasks July-Sept	Quarter 2 Tasks Oct-Dec	Quarter 3 Tasks Jan-Mar	Quarter 4 Tasks Apr-June	Budget Implications/ Point Person(s)	Measurable Outcomes (Evidence of Success)
Goal 1: Develop a Long-Range Plan for Sustaining Funding and Resources Specifically Dedicated to Arts Education and Instruction						
Action: Develop Long-Range Plan for funding	Investigate grants	Create grant writing team	Write grant proposals -> Apply for the Arts Ed Collective Advancement Grant		Budget: To be determined Point Person: Director of Curriculum, Instruction and Assessment	Successful grant applications and awards
Goal 2: Establish and Promote our NLMUSD Brand as an Arts Destination						
Action: Focus on marketing as an arts destination	Develop logo Review website and update to add arts content Work with district email program to create list for messaging Establish social media channels	Create a video of sharing highlights of the arts plan for the community	Publicize arts showcases Set up rotating art exhibits at public libraries Create banners for light posts that publicize the arts programs for the community	Create and distribute District VAPA T-Shirts	Budget: To be determined Point Person: Director of District Arts Council	District arts information funneled to community through District Arts Leads Creation of communication tools (Edlio) Marketing materials created
Action: Create an arts page linked to Leads	Conduct Board updates on what is happening in the arts Research opportunities for showcasing student artwork	Secure an arts advocate on the Board	Re-establish connections with the city	Have student-created videos (PSAs for the arts) shared on the website and with the community	Budget: To be determined Point Person: District Arts Council	Arts web pages completed on District website

Norwalk-La Mirada Unified School District

2018-2023 (Multi-Year) Plan

Phase 1 (Year 1): 2018-2019 Phase 2: 2019-2021 Phase 2: 2021-2023

Strategic Direction #1: Provide the Foundation to Ensure Equity and Access to Arts for All – EVERY STUDENT

Goal 1: Sustain and expand infrastructure to provide leadership and staffing for Arts education

Phase (s)	Actions	Tasks	Person(s)/group responsible	Budget Implications	Measurable Outcomes (Evidence of Success)
2 and 3	Continue and expand the District Arts Council	<ul style="list-style-type: none"> Solicit members from local business and community Establish calendar for meetup Review and monitor the District Arts Plan Create a funding plan/fundraiser/money stream Develop marketing campaign 	Director of Curriculum, Instruction and Assessment; VAPA Coordinator; District Arts Council	Extra pay and/or sub cost	Attendance (sign in sheets and calendar) Fundraiser conducted Marketing campaign developed and disseminated
2 and 3	Maintain District VAPA Coordinator	<ul style="list-style-type: none"> Guarantee funding for position Provide training and professional growth opportunities for TOSA (Teacher on Special Assignment) 	Director of Curriculum, Instruction and Assessment	LCAP Funds	Position is maintained Meeting agendas
2 and 3	Continue to grow teacher leadership through the Arts Leads	<ul style="list-style-type: none"> Invite Arts Leads to continue their role Provide leadership training and professional growth opportunities for Leads Leads provide training for teachers in their discipline Leads identify best practices and share resources with teachers across schools Develop a culture in the schools that values all the disciplines 	VAPA Coordinator	Extra pay for Arts Leads	Improved communications and efficiency as evidenced as increased attendance at professional development and district-wide arts events
3	Hire VAPA Teachers across all five disciplines	<ul style="list-style-type: none"> Survey schools to gather input about their desired Arts focus (discipline) Work with Human Resources to write job descriptions Recruit teachers Hire teachers Secure funding for additional teachers 	Director of Curriculum, Instruction and Assessment	LCAP Funds	Increased number of instructional minutes in each of the five arts forms at each school

Goal 2: Leverage community involvement and support for the Arts through collaborative involvement

2 and 3	Refine and/or expand Arts resource list	<ul style="list-style-type: none"> Publish and utilize resource list Use parents are resources Determine distribution and purpose of list 	District Arts Council; Arts Leads; VAPA Coordinator	No budget implications	Stakeholder feedback
2	Create a plan with our partners	<ul style="list-style-type: none"> Build Career possibilities through 	Director of Curriculum,	Budget	Student survey feedback after

		Internships, Job Shadow, Career Day and Study Trips <ul style="list-style-type: none"> Learn about arts outside of school through Guest Speakers, Study Trips, Performances, and Arts Workshops for Students Research collaboration with District Career and Technical Education (CTE) 	Instruction and Assessment, VAPA Coordinator	implications unknown	participation Attendance at Art Camps Admission to College as Art Majors
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Goal 3: Create infrastructure that provides for access to and maintenance of facilities appropriate for teaching the arts as well as provide adequate instructional resources, including equipment, materials and supplies

2	Provide supplies and equipment	<ul style="list-style-type: none"> Budget resources in LCAP Choose a person to coordinate with purchase person Provide training for use of specialized equipment Choose a team/person to distribute supplies 	Director of Curriculum, Instruction and Assessment, VAPA Coordinator	LCAP Funds	All students and teachers have supplies and equipment
2	Update textbooks/instructional materials	<ul style="list-style-type: none"> Form a textbook adoption committee Determine/suggest as a committee what books to use Determine logistics – how many, etc. 	Arts Leads	LCAP Funds	Equity and foundation
2	Begin process of updating or creating facilities	<ul style="list-style-type: none"> Review data collected first year Make decisions about what needs improvement or new facilities Secure budget 	Arts Leads, VAPA Coordinator	General Funds - Facilities Improvement	Plan for future facilities in place

Norwalk-La Mirada Unified School District
2018-2023 (Multi-Year) Plan
Phase 1 (Year 1): 2018-2019 Phase 2: 2019-2021 Phase 2: 2021-2023

Strategic Direction #2: Provide High-Quality Teaching and Learning in the Arts – FUTURE READY

Goal 1: Provide ongoing, differentiated professional development for District and Site leadership and for all the personnel involved in Arts instruction

Phase (s)	Actions	Tasks	Person(s)/group responsible	Budget Implications	Measurable Outcomes (Evidence of Success)
2 and 3	Develop one demo classroom at each elementary school (Cohort 1)	<ul style="list-style-type: none"> Research TEAL (Technology Enhanced Arts Learning) Try on strategies learned during professional development and conferences (Cohort 1) Create a list of best practices Determine the next group of teachers to learn and implement (Cohort 2) Send next group of teachers to local conferences (Cohort 2) Create plan for Cohort 2 to observe and shadow Cohort 1 	Director of Curriculum, Instruction and Assessment; VAPA Coordinator; Arts Leads	LCAP Funds (Stipends, Extra Pay)	List of best practices Feedback from Cohort 1 and 2 teachers

Goal 2: Develop District-wide, sequential, standards-based curriculum and instruction					
2	Provide yearlong instruction and increase course offerings in the Arts	<ul style="list-style-type: none"> Survey for needs/interest for VAPA courses Research current A-G course offerings Create high school courses, A-G, with existing resources/staff 	Director of Curriculum, Instruction and Assessment; VAPA Coordinator	No budget implications	Relevant, current standards-based curriculum College ready students
3	Provide yearlong instruction and increase course offerings in the Arts	<ul style="list-style-type: none"> Create high school courses, A-G, with new staff 	Director of Curriculum, Instruction and Assessment; VAPA Coordinator	Budget unknown for potential hiring of new VAPA teachers	Increased number of VAPA Courses
2	Develop K-12 Theatre Arts and Media Arts curriculum	<ul style="list-style-type: none"> Conduct Summer curriculum process workshops (July-August) for 4-5 days Determine essential standards Develop units and conduct materials and resources research Share lessons after-school (Google Docs, Schoology) 	VAPA Coordinator; Arts Leads	Extra Pay and/or sub costs	Curriculum maps Master schedule that ensures that all students have access to the Arts K-12
3	Develop K-12 Dance curriculum	<ul style="list-style-type: none"> Develop units and conduct materials and resources research Share lessons after-school (Google Docs, Schoology) Create section map (Schoology) Review national arts standards Share lessons in day-long convening 	VAPA Coordinator; Arts Leads	Extra Pay and/or sub costs	Dance curriculum in place
Goal 3: Provide collaborative teaming time District-wide					
2 and 3	Maintain collaborative meeting schedule yearly	<ul style="list-style-type: none"> Develop District showcases for each discipline Continue to grow a bank of resources/lessons for the group Participate in lesson study Refine curriculum 	VAPA Coordinator; Arts Leads	Extra Pay and/or sub costs	Lessons and resource bank Cross school sharing Meeting attendance and meeting agendas
3	Build an Arts Professional Learning Community (PLC) as a District	<ul style="list-style-type: none"> Share student work Design an Arts Fair for the District – Performance Expo 	VAPA Coordinator; Arts Leads	Extra Pay and/or sub costs	Meeting attendance and meeting agendas Performance expo occurs

Norwalk-La Mirada Unified School District

2018-2023 (Multi-Year) Plan

Phase 1 (Year 1): 2018-2019 Phase 2: 2019-2021 Phase 2: 2021-2023

Strategic Direction #3: Commit to Long-Term Investment for Stability and Status as an Arts Destination

Goal 1: Develop a long-range plan for sustaining funding and resources specifically dedicated to arts education and instruction

Phase (s)	Actions	Tasks	Person(s)/group responsible	Budget Implications	Measurable Outcomes (Evidence of Success)
2 and 3	Sustain and manage arts funding	<ul style="list-style-type: none"> Continue to write grants Implement grant and budget its use Research the possibility of hiring a grant writer 	Director of Curriculum, Instruction and Assessment; VAPA Coordinator; District Arts Council	Budget implications unknown	Sufficient funding for the arts in place Grant awards
3	Create an arts foundation	<ul style="list-style-type: none"> Research best practices with other District education foundations File to become a non-profit with the IRS Recruit a Board of Directors for the Foundation Recruit and advertise for the Foundation 	School Booster Group Officers; District Arts Council	Budget implications unknown	Have the first fundraiser event

Goal 2: Establish and promote our NLMUSD brand as an Arts Destination

2 and 3	Focus on marketing the District as an arts destination	<ul style="list-style-type: none"> Inventory where sites are (websites featuring the Arts) Build on the website and refine Share best practices for Public Relations 	VAPA Coordinator; Arts Leads	Budget implications unknown	Enrollment increases Viral Arts growth
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Appendix

Practical Vision for Arts Education Answering the question – “If all things were possible, what would we want to see in our District in five years in arts education?”

December 7, 2017

State of the Art VAPA Facilities and Exhibition Spaces	Equitable and Accessible Arts for All	Ongoing and Dedicated Collaboration Time	Thriving and Supportive Partnerships	Innovative, Ongoing Marketing to Establish our Brand as an Arts Destination	Dedicated and Sustainable Arts Funding	Highly-Qualified Credentialed Arts Instructors	High-Quality and Relevant Professional Development	Engaging and Innovative Standards-Based Arts Curriculum	Real World Exposure to the Arts in College and Career Experiences	Supportive and Coordinated Leadership
Performing Arts Complex with Gallery & Studios	All schools, all students have access to all mediums	Collaboration K-12	Outside entities are investing in us so we have equitable opportunities through our foundation	Marketing Staff	Resources for materials	Highly-qualified Dance Teachers	Teacher Training	VAPA as Core Curriculum	More opportunities for real world application	Supportive District Leadership
Performance & Exhibition Space	All arts in all schools	Regular Teacher District meetings for each of the disciplines	Art Foundation	Marketing happens regularly to advertise the arts and build enrollment	Budget increase for supplies	Highly-qualified Art Teachers	Professional Opportunities for Teachers	STEAM instead of STEM	Exposure to career opportunities	Arts Coordinators at each site
Facilities support spaces to show Arts	K-5 has access to All the Arts		Advocacy Group	NLMUSD Arts TV – Weekly Magazine	Access to tools	Hire more Arts Teachers at all levels	Arts integration training opportunities for all teachers	Students are allowed to show learning/mastery through a variety of expressions.	Public Art (Murals that show Global Arts)	Board Policy
All MS & HS have access to performance and exhibition areas				Students enrolling from outside the district for our Arts programs	Grant writer			Standards-Based Curriculum		
Hi-tech Animation/Media Studios				Public Art – Murals, sculpture, permanent displays				Assessment		
				Branding						

Strategic Directions

To come up with Strategic Directions to guide the plan and address the challenges, the NLMUSD District Arts Team was asked: *What creative and innovative actions can we take to address our challenges and move toward our vision?* The District Arts Team developed the following strategic directions, goal areas, and actions to support implementation.

1. Provide the Foundation to Ensure Equity and Access to Arts for All – EVERY STUDENT

Goal 1: Sustain and Expand Infrastructure to Provide Leadership and Staffing for Arts Education

Actions:

- a. Institute District Leads in all four arts disciplines
- b. District VAPA Coordinator, Full-Time
- c. Hire more VAPA teachers (Hire one teacher in each discipline for each school site (K-5))
- d. Come to consensus on the definition of “highly qualified” for instructors for each specific discipline
- e. Form a District Arts Council that meets 5-6 times a year with representatives from 5 VAPA disciplines and all levels (Elementary, Middle, and High School)
- f. Broaden VAPA leadership and implementation team

Goal 2: Leverage Community Involvement and Support for the Arts Through Collaborative Involvement

Actions:

- a. Grow community partnerships to provide opportunities for students to learn about the arts outside of school
- b. Offer and expose students to career possibilities
- c. Develop list of community arts resources

Goal 3: Ensure Equity and Access to Arts for All

Actions:

- a. Place all arts at all schools
- b. Determine our non-negotiables for all sites at each level
- c. Create master schedule to provide equal access for all
- d. Institute 45 minutes of arts instruction per week for all Pre-K-5 students

Goal 4: Create Infrastructure that Provides for Access to and Maintenance of Facilities Appropriate for Teaching the Arts as well as Provide Adequate Instructional Resources, including Equipment, Materials and Supplies

Actions:

- a. Build facilities that support the five disciplines successfully
- b. Invite real estate agents to pull resources to build facilities (because of the increase in home values)
- c. Provide supplies and equipment
- d. Update textbooks and miscellaneous materials in all 5 disciplines
- e. Inventory and conduct needs assessment for facilities, equipment, materials, and technology

2. Provide High Quality Teaching and Learning in the Arts – FUTURE READY

Goal 1: Provide Ongoing, Differentiated Professional Development for District and Site Leadership, and for all the Personnel Involved in Arts Instruction

Actions:

- a. Provide high quality professional development to all teachers (proven, credible, nationally recognized sources)
- b. Provide high quality professional development and access to local and national conferences
- c. Ensure that professional development opportunities are VAPA specific

- d. Establish one VAPA demo-classroom at elementary sites
- e. Determine what professional development is needed and who the target group will be
- f. Train K-5 teachers in VAPA

Goal 2: Develop District-Wide, Sequential, Standards-Based Curriculum and Instruction

Actions:

- a. Create year-long standards-based curriculum for teachers
- b. Offer sequential classes in each discipline at middle school and high school
- c. Determine if students have gained essential learning in the arts
- d. Provide relevant, current and standards-based curriculum K-12
- e. Provide year-long instruction in all 5 disciplines at middle and high school
- f. Determine essential learnings within the curriculum
- g. Require standards-based instruction (state and national standards)
- h. Create high school courses A-G
- i. Offer innovative cutting-edge arts education
- j. Pilot drama curriculum integration program at elementary school

Goal 3: Provide Collaborative Teaming Time District-Wide

Actions:

- a. Set up vertical teaming to align middle school and high school curricula
- b. Establish a meeting schedule for each art discipline
- c. Offer more collaboration opportunities
- d. Establish District-wide teacher meetings for the 5 VAPA disciplines during established school Professional Development time 3-4 times a year
- e. Form Art PLC (Professional Learning Community) across schools to share student work and data and to plan

3. Commit to Long-Term Investment for Stability and Status as an Arts Destination – OUR PROMISE

Goal 1: Develop a Long-Range Plan for Sustaining Funding and Resources Specifically Dedicated to Arts Education and Instruction

Actions:

- a. Investigate different grants and write grant proposals to increase funding
- b. Hire a dedicated grant writer
- c. Increase arts budget
- d. Create an Arts Foundation

Goal 2: Establish and Promote Our NLMUSD Brand as an Arts Destination

Actions:

- a. Have all school websites feature student-generated art, music, etc.
- b. Focus on marketing as an Arts Destination and VAPA leader
- c. Expand honor groups to vocal music, theatre, dance, etc.
- d. Create an arts page linked to Leads

Members of the District Arts Team

Name	Title/Role	School/Office	Email
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