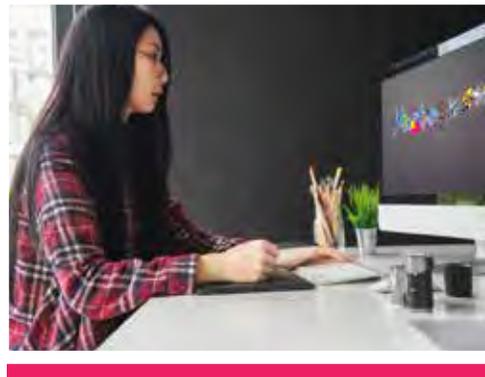


# 2018 – 2020

## Artspiration Strategic Arts Education Plan Timeline, Tasks & Targeted Outcomes





## **2018-2020 Artspiration Strategic Arts Education Plan**

Since 2007, the Santa Clara County Office of Education has put forward a focused arts education initiative known as Artspiration. Now, after a decade, we have paused to consider how far Artspiration has come, what was accomplished, and where we will go from here. A new team of educators and community members convened in 2017 to reflect on changes impacting arts education and to create a Strategic Arts Education Plan for the next three years.

The nature of Artspiration is unique, being housed at a county office of education and being a public advocate for the arts. We serve as partners to county arts organizations, school districts, and a range of public stakeholders. The new 2018-2020 Strategic Arts Education Plan seeks to work with these diverse constituents to advocate for and foster equitable, high-quality education in the arts and integrated learning for all Santa Clara County public school students.

The 2017 Strategic Planning process was facilitated by Artspiration Coordinator, Jeannine Flores and Arts Educator, Susan Freeman. The initial Planning Team consisted of Artspiration staff, parents, a school board member, a PTA representative, arts partners, teachers, and community leaders. Meetings of the full team were held regularly in the Spring of 2017, and a smaller committee convened in Fall 2017 to edit and complete the Strategic Plan and accompanying documents.

Following the trusted strategic planning process developed by the California Alliance for Arts Education, the Planning Team collaboratively reviewed the past goals and data on Artspiration's programs. While some of the old goals were met, others clearly needed to be revised or replaced with goals that respond to today's needs and best practices in education.

With the current climate and needs in arts education in mind, Artspiration has set out to shift the vision, mission and goals to accommodate thoughtful change in arts education and integrated learning across our county. The 2018-2020 Strategic Arts Education Plan will provide the inspiration and direction essential to making a powerful, sustainable creative education a reality for all our county's learners.

This new Strategic Arts Education Plan is intended to drive Artspiration's mission to promote, advocate, and support innovative and equitable Pre-K – 12 arts education and integrated learning in Santa Clara County public schools. As a leader in the regional arts education community, Artspiration's programs and services are focused on providing a balanced approach to education reflecting the best practices and research in arts education and interdisciplinary learning in California. Artspiration will implement its Strategic Arts Education Plan through a sequence of Strategic Goals and Actions collaboratively generated during 2017 by a leadership team of county arts and education partners sharing a common vision of equity in access to high quality arts education for all learners.

This document is a companion to the 2018-2020 Artspiration Strategic Arts Education Plan and outlines the timeline, tasks and targeted outcomes. Please see the Strategic Arts Plan for the strategic directions, goals, actions, glossary and state arts partners.

Artspiration is generously funded by the William and Flora Hewlett Foundation.



## **Vision**

Partnering with public schools, arts organizations, and the greater community to foster equitable and transformative education through the Arts.

## **Mission**

Artspiration is committed to shared leadership in advocating, empowering, and supporting sustainable arts education to develop the creative capacity of each student and educator in Santa Clara County public schools.



## Strategic Direction 1: Fostering Equitable, Transformative Arts Education

*Focus: Promoting equitable, innovative practices in arts education and integrated learning to increase district and school capacity to provide a balanced education for all learners.*

### GOAL 1: Provide a menu of services to model and foster quality arts education and integrated learning

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
1-3 On-going January 2018 – June 2018	<b>A. Provide innovative professional development for classroom teachers, arts specialists, teaching artists, and district administrators to foster equity and exemplary practices.</b>	<ol style="list-style-type: none"> <li>1) Collaborate with arts partners to plan, organize and coordinate annual teacher conferences, and evaluate outcomes.</li> <li>2) Using relevant data, develop program content for SCCOE-based and on-site professional development, aligned with national and state standards, and promoting equity and exemplary VAPA practices.</li> </ol>	<p>For each Artspiration program:</p> <ul style="list-style-type: none"> <li>• Relevant data demonstrating effectiveness and impact of professional development programs.</li> <li>• Well-organized plans for standards-based professional development content and facilitation, informed by data and promoting equity and access.</li> </ul>
1	<b>B. Develop and provide lesson plans, models of practice and other resources to support teaching and learning through online platforms.</b>	<ol style="list-style-type: none"> <li>1) Regional Lesson Plan Template: Develop a standards-based lesson plan template for professional development in collaboration with regional arts partners.</li> <li>2) Artspiration Lesson Bank: Redesign and develop Lesson Bank content aligned with National Core Arts Standards.</li> <li>3) Online Educators Resources: <ul style="list-style-type: none"> <li>• Use existing online resources for VAPA resources.</li> <li>• Edit Cilker Conference Handouts and streamline interface.</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• Lesson plan template adopted for use by Artspiration and regional arts partners</li> <li>• High-quality lessons aligned with national and state VAPA and/or academic standards</li> <li>• Website with updated resources</li> <li>• Edited Cilker hand-outs</li> </ul>
1	<b>C. Engage in countywide networking to share exemplary practices in arts education, connecting community stake-holders as potential arts allies, advocates, and leaders.</b>	<ol style="list-style-type: none"> <li>1) County VAPA meetings: Network with regional arts partners to build common understandings and share exemplary practices.</li> <li>2) ACE Advisory/Advocacy Committee: Assess purpose, structure, and membership of ACE; develop criteria for participation and partnerships.</li> <li>3) Dialogue with regional and local arts partners Develop shared knowledge of exemplary practices.</li> <li>4) Teacher/Administrator Arts Leadership Development: Begin outreach to teachers, arts specialists, and administrators.</li> </ol>	<ul style="list-style-type: none"> <li>• Evaluation of the network's effectiveness; decision whether or not to continue VAPA meetings in Year 2</li> <li>• Defined rationale and criteria to build ACE's capacity for outreach and advocacy</li> <li>• Roster of potential arts education leaders in specified districts</li> <li>• Draft plan for Arts Education Leadership programs</li> </ul>

**GOAL 1: Provide a menu of services to model and foster quality arts education and integrated learning**

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
2 July 2018 – June 2019	<b>B. Develop and provide lesson plans, models of practice and other resources to support teaching and learning through online platforms.</b>	<ol style="list-style-type: none"> <li>1) Expand Lesson Bank content to possibly include Music, Performing Arts, and Media Arts.</li> <li>2) Create a new online system for posting appropriate, current VAPA, integrated learning/STEAM resources, and Cilker Conference handouts</li> </ol>	<ul style="list-style-type: none"> <li>• A range of high-quality VAPA lessons posted to the Lesson Bank</li> <li>• A range of Artspiration-generated lessons and materials that support VAPA and integrated learning</li> </ul>
2	<b>C. Engage in countywide networking to share exemplary practices in arts education, connecting community stake-holders as potential arts allies, advocates, and leaders.</b>	<ol style="list-style-type: none"> <li>1) ACE Advocacy Committee: Repurpose ACE to meet defined needs for capacity building in Artspiration’s outreach and advocacy and to promote Artspiration as a regional resource.                             <ul style="list-style-type: none"> <li>• Select and convene new ACE members from county arts and education partners, and district stakeholders to build capacity for advocacy.</li> </ul> </li> <li>2) Continue dialogue with regional arts partners to build capacity.</li> <li>3) Build relationships with and among district arts education allies and leaders to advance arts learning.</li> <li>4) Define and develop structure and content of Artspiration’s leadership development programs to build capacity in VAPA and integrated learning in county schools.</li> </ol>	<ul style="list-style-type: none"> <li>• ACE involvement in publicly advocating for Artspiration’s goals and programs; building Artspiration’s capacity as a regional resource/connector for VAPA and integrated learning.</li> <li>• Outreach to district and teacher leaders</li> <li>• Defined plan for building leadership capacity through professional development</li> </ul>
3 July 2019 – June 2020	<b>B. Develop and provide lesson plans, models of practice and other resources to support teaching and learning through online platforms.</b>	<ol style="list-style-type: none"> <li>1) Artspiration Lesson Bank:                             <ul style="list-style-type: none"> <li>• Collaborate with SCCOE STEAM Team and other academic coordinators to develop standards-based arts integrated lessons.</li> <li>• Extend Lesson Bank content by disseminating lessons created by Artspiration, county teachers and teaching artists for various VAPA disciplines, arts integration and STEAM.</li> </ul> </li> <li>2) Online Educators Resources:                             <ul style="list-style-type: none"> <li>• Expand online resources for all VAPA disciplines and integrated learning and STEAM.</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• Collaborative planning and design sessions</li> <li>• Lesson Bank featuring integrated lessons that extend learning in and through the arts</li> <li>• Redesigned website with updated resources collaboratively developed by Artspiration and SCCOE STEAM Team</li> </ul>

<b>GOAL 1: Provide a menu of services to model and foster quality arts education and integrated learning</b>			
<b>Year</b>	<b>Actions</b>	<b>Tasks</b>	<b>Measurable Outcomes (Evidence of Success)</b>
<b>3</b> July 2019 – June 2020	<b>C. Engage in countywide networking to share exemplary practices in VAPA and integrated learning, and to connect community stakeholders.</b>	1) ACE Advisory and Advocacy Committee: <ul style="list-style-type: none"> <li>• Convene regularly with county arts and education partners and district stakeholders to build capacity for and share leadership in arts education advocacy.</li> <li>• Collaboratively develop innovative initiatives for arts education advocacy.</li> </ul> 2) Extend collaboration with regional and local arts partners 3) Arts Education Leadership development: <ul style="list-style-type: none"> <li>• Design, coordinate and implement Leadership Institutes to build leadership capacity in arts education and advocacy among district teachers, arts specialists, administrators.</li> <li>• Build and foster sustainable leadership cohorts linked to Artspiration’s Arts Education Leadership Institutes and district-based programs to lead arts education initiatives in schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual calendar of meetings and agenda</li> <li>• Documentation of work in advocacy and development of collaborative initiatives</li> <li>• Documentation of leadership outreach and professional development for teachers, arts specialists and district administrators</li> <li>• Documentation of Leadership Institute content and process</li> <li>• Documentation of school-based cohorts leading arts education initiatives in schools</li> </ul>

<b>GOAL 2: Model and promote equity and access for all learners through discipline-specific and integrated arts learning</b>			
<b>Year</b>	<b>Actions</b>	<b>Tasks</b>	<b>Measurable Outcomes (Evidence of Success)</b>
<b>1-3</b> January 2018 – June 2020	<b>A. Review current data on the impact and effectiveness of Artspiration programs and practices in discipline-specific VAPA and integrated learning to make relevant changes.</b>	1) Convene committee to review and analyze data, and recommend relevant changes.	<ul style="list-style-type: none"> <li>• Data analyzed with recommendations for changes to practices or program content.</li> </ul>
<b>1-3</b> January 2018 – June 2018	<b>B. Promote equitable access to discipline-specific Visual and Performing Arts (VAPA) learning as a foundation to arts education for all learners.</b>	1) Review current professional development content to ensure that it is aligned to state and national arts standards, and promotes equity and exemplary practices in discipline-specific VAPA learning for all learners.	<ul style="list-style-type: none"> <li>• Content, instructional strategies, and facilitation in professional development consistently reflect and model standards-based, equitable, inclusive classroom practices.</li> <li>• Content of professional development programs and curriculum is accessible and culturally responsive to all participants.</li> </ul>

<b>GOAL 2: Model and promote equity and access for all learners through discipline-specific and integrated arts learning</b>			
<b>Year</b>	<b>Actions</b>	<b>Tasks</b>	<b>Measurable Outcomes (Evidence of Success)</b>
<b>1</b> January 2018 – June 2018	<b>C. Model and promote equity through integrated learning in the arts across the curriculum.</b>	<ol style="list-style-type: none"> <li>1) Review and align current professional development content to ensure that it promotes equity and access, and reflects national and state arts standards, ELA and STEAM discipline standards.</li> <li>2) Initiate collaboration with SCCOE STEAM to develop exemplary practices in integrated learning.</li> </ol>	<ul style="list-style-type: none"> <li>• Content, instructional strategies, and facilitation in professional development consistently reflect and model best practices in standards-based STEAM education and integrated learning.</li> <li>• Members of SCCOE STEAM Team launch dialogue and collaboration to develop their common practice in integrated learning.</li> </ul>
<b>1</b>	<b>D. Provide data, current research, models of practice, and resources to support district LCAP and arts plans.</b>	<ol style="list-style-type: none"> <li>1) Post online state and regional models of practice, data and current research on the LCAP and arts planning process, and make it accessible to school districts.</li> </ol>	<ul style="list-style-type: none"> <li>• Evidence of updated online resources and their accessibility to school districts.</li> </ul>
<b>1</b>	<b>E. Provide opportunities for sharing and modeling current research and exemplary practices in VAPA and integrated learning throughout the county.</b>	<ol style="list-style-type: none"> <li>1) Plan and provide an opportunity for Artspiration to share and discuss current research and exemplary practices with our regional arts partners, building capacity to serve county districts and schools.</li> </ol>	<ul style="list-style-type: none"> <li>• Outreach, planning, and collaboration with regional arts partners to share current research and build capacity.</li> </ul>
<b>2-3</b> July 2018 – June 2020	<b>B. Promote equitable access to discipline-specific Visual and Performing Arts (VAPA) learning as a foundation to arts education for all learners.</b>	<ol style="list-style-type: none"> <li>1) Expand the repertoire of instructional strategies and content for discipline-specific arts learning in Artspiration’s professional development offerings.</li> </ol>	<ul style="list-style-type: none"> <li>• Innovative, updated content for professional development programs and curriculum that is equitable, accessible, and culturally responsive reflecting exemplary practices in standards-based, discipline specific VAPA learning.</li> </ul>

<b>GOAL 2: Model and promote equity and access for all learners through discipline-specific and integrated arts learning</b>			
<b>Year</b>	<b>Actions</b>	<b>Tasks</b>	<b>Measurable Outcomes (Evidence of Success)</b>
<b>2-3</b> July 2018 – June 2020	<b>C. Model and promote equity and access through integrated learning in the arts across the curriculum.</b>	<ol style="list-style-type: none"> <li>1) Expand the repertoire of instructional strategies and content in arts integrated learning, aligning these with goals for equity, access, and exemplary practices in Artspiration’s professional development offerings.</li> <li>2) Extend collaboration with SCCOE STEAM to develop exemplary practices in integrated learning, and sharing practice in integrated learning at regional and state professional development convenings and conferences.</li> </ol>	<ul style="list-style-type: none"> <li>• Innovative, updated content for professional development programs and curriculum that is equitable, accessible, and culturally responsive reflecting exemplary practices in standards-based integrated learning.</li> <li>• Plans for collaborative professional development programs in integrated learning models of STEAM.</li> </ul>

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
2-3	<b>D. Provide data, current research, models of arts education practice, and other resources to support district LCAP and arts plans.</b>	1) Continue to develop online resources and social media to share information, research data and best practices with districts and schools in the county and across the CCSESA region.	<ul style="list-style-type: none"> <li>Evidence of updated online resources and their accessibility to school districts.</li> </ul>
2-3	<b>E. Provide opportunities for sharing and modeling current research and exemplary practices in VAPA and integrated learning throughout the county.</b>	<ol style="list-style-type: none"> <li>1) Convene meetings to share and discuss current research and exemplary practices with regional arts partners, building capacity to serve county districts and schools.</li> <li>2) Foster collaboration with SCCOE STEAM Team, aligning shared practices in integrated learning in the arts and STEAM at professional development events.</li> <li>3) Implement trainings for professional development providers to build capacity in VAPA and integrated learning.</li> <li>4) Participate in leadership and professional development at state and regional convenings and conferences.</li> </ol>	<ul style="list-style-type: none"> <li>Documentation of meetings with regional arts partners.</li> <li>Documentation of capacity building and collaboration with SCCOE STEAM Team.</li> <li>Documentation of trainings for professional development providers.</li> <li>Documentation of leadership and participation in state and regional convenings and conferences.</li> </ul>

<b>GOAL 3: Increase the capacity of school communities to shift practice in support of equitable, high quality arts learning</b>			
Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
<b>1</b> January 2018 – June 2018	<b>A. Outreach to district leaders and school communities to raise awareness of the power of the arts to create and foster equity and access for all learners.</b>	1) Provide data, training, and resources to raise district awareness of how the arts can improve school climate, help close the achievement gap, and improve student engagement, performance, and commitment to learning.	<ul style="list-style-type: none"> <li>Resource materials for outreach to school communities to inform and advocate for the arts in schools.</li> </ul>
<b>1</b>	<b>B. Work with districts and schools over time to help craft and implement LCAP or strategic arts plans that promote a balanced and sustainable district-wide initiative in standards-based VAPA learning.</b>	<ol style="list-style-type: none"> <li>1) Share and review state resources and models of strategic planning and needs assessment with district leaders and stakeholders in targeted Year 1 districts.</li> <li>2) Provide support to targeted Year 1 districts as they plan, design, and implement a strategic needs assessment to identify areas for improving arts learning and initiate change in the district's capacity for VAPA and integrated learning.</li> <li>3) Collaborate with state arts education partners to support targeted districts in developing arts programming in their LCAP or arts plan.</li> </ol>	<ul style="list-style-type: none"> <li>Evidence of collaborative planning and support to prepare Year 1 districts for developing LCAPs or strategic arts plans that reflect balanced and sustainable initiatives for standards-based VAPA learning.</li> <li>Collaboration with state arts education partners for support in strategic planning.</li> </ul>

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
1	<b>C. Work with districts and schools to develop and implement equitable and accessible models of standards-based integrated learning, including STEAM.</b>	<p>In districts ready to develop and implement a focused STEAM program.</p> <ol style="list-style-type: none"> <li>1) Collaborate with SCCOE STEAM Team to provide resources and models of practice, and help targeted districts develop a plan for integrated learning through STEAM.</li> <li>2) Share and review exemplary models of practice in integrated arts learning, including STEAM, with district leaders and stakeholders in targeted districts.</li> <li>3) Provide support to targeted school districts as they plan, design, and implement STEAM programs as part of a district-wide approach to integrated arts learning.</li> </ol>	<ul style="list-style-type: none"> <li>• Collaborative planning with SCCOE STEAM Team to support targeted districts in building capacity for STEAM/ integrated learning.</li> <li>• Relevant integrated learning materials and resources for district leaders and stakeholders.</li> <li>• Evidence of support for integrated learning in targeted districts, including plans for STEAM programs.</li> </ul>

<b>GOAL 3: Increase the capacity of school communities to shift practice in support of equitable, high quality arts learning</b>			
Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
1 January 2018 – June 2018	<b>D. Work with districts and schools to help design and implement professional development in support of their LCAP, strategic arts plans, and/or STEAM program.</b>	<ol style="list-style-type: none"> <li>1) Offer professional development presenting exemplary practices in arts education and integrated learning to increase teachers' capacity to provide sustainable, equitable, quality VAPA and STEAM education in the classroom.</li> </ol>	<ul style="list-style-type: none"> <li>• Professional development offerings aimed at building teachers' and arts specialists' capacity for facilitating sustainable, equitable, quality VAPA and integrated learning in the classroom.</li> </ul>
2-3 July 2018 – June 2020	<b>A. Outreach to district leaders and school communities to raise awareness of the power of the arts to create and foster equity and access for all learners.</b>	<ol style="list-style-type: none"> <li>1) Increase the number of targeted districts involved in outreach and provide data, training, and resources to raise their awareness of the impact of the arts.</li> <li>2) Provide extended support to districts currently adopting arts programs to address school climate, help close the achievement gap, and improve student engagement, performance, and commitment to learning.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased number of districts receiving advocacy outreach.</li> <li>• Ongoing support for targeted districts to help them address and meet identified student needs and issues.</li> </ul>
2-3	<b>B. Work with districts and schools over time to help craft and implement LCAP or strategic arts plans that foster a balanced and sustainable district-wide initiative in standards-based VAPA learning.</b>	<ol style="list-style-type: none"> <li>1) Collaborate with Year 2 district leaders and stakeholders to apply data to ensure their LCAP or strategic arts plans promote balanced and sustainable standards-based VAPA learning.</li> <li>2) Collaborate with Year 1 district leaders and stakeholders to help plan, design, and implement strategic needs assessments for VAPA.</li> <li>3) Continue to collaborate with state arts education partners to support targeted districts in developing arts programming in their LCAP or arts plan.</li> </ol>	<ul style="list-style-type: none"> <li>• Ongoing collaboration with Year 2 districts to prepare and develop their LCAP or strategic arts plans for VAPA learning.</li> <li>• Ongoing collaboration with Year 1 districts to launch and develop their needs assessment.</li> <li>• Ongoing dialogue with state arts education partners to support targeted districts.</li> </ul>

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
2-3	<b>C. Work with districts and schools to develop and implement equitable and accessible models of standards-based integrated learning, including STEAM.</b>	<ol style="list-style-type: none"> <li>1) Continue to collaborate with district leaders, stakeholders, and state arts education partners in targeted Year 2 districts to ensure and promote sustainable arts initiatives in LCAP or arts plans.</li> <li>2) Add new targeted districts for Year 1 support in developing an LCAP or strategic arts plan.</li> <li>3) Year 3: Collaborate with district leaders and stakeholders to build STEAM into LCAP or integrated arts plan.</li> </ol>	<ul style="list-style-type: none"> <li>• Evidence of collaborative planning and support to prepare Year 1 and 2 districts for developing LCAPs or strategic arts plans that reflect balanced and sustainable initiatives for standards-based integrated learning.</li> <li>• Collaboration with state arts education partners for support in strategic planning.</li> </ul>

**GOAL 3: Increase the capacity of school communities to shift practice in support of equitable, high quality arts learning**

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
2-3	<b>D. Work with districts and schools to help design and implement professional development in support of their LCAP, strategic arts plans, and/or STEAM program.</b>	<ol style="list-style-type: none"> <li>1) Continue offering professional development to increase teachers' capacity to provide sustainable, equitable, quality VAPA and integrated learning in the classroom.</li> <li>2) Collaborate with SCCOE STEAM Team to provide standards-based professional development in STEAM with an emphasis on integrated arts learning.</li> </ol>	<ul style="list-style-type: none"> <li>• An extended menu of professional development offerings aimed at building teachers' and arts specialists' capacity for facilitating sustainable, equitable, quality VAPA and integrated learning in the classroom.</li> </ul>

**GOAL 4: Implement assessment and apply data to promote equitable, transformative arts education and integrated learning in schools**

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
1	<b>A. Establish an annual internal review process to collect data and assess and evaluate the impact, relevance, and effectiveness of Artspiration's programs and outreach</b>	<ol style="list-style-type: none"> <li>1) Collect data on the effectiveness of Artspiration's professional development programs and their impact on teacher knowledge, instruction, and student learning.</li> <li>2) Collect data on the impact and effectiveness of Artspiration's district and community arts advocacy.</li> </ol>	<ul style="list-style-type: none"> <li>• Data supporting evaluation of current programs, advocacy, and outreach.</li> </ul>

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
1	<b>B. Work with district administrators and teachers to ensure that LCAP and district arts plans reflect the actual needs of students and teachers, and address issues of equity and access in implementing arts programs.</b>	<ol style="list-style-type: none"> <li>1) Work with district administrators, arts specialists, and teachers to review data relevant to the district LCAP or strategic arts plans, and to ensure a correlation between proposed arts programs and the data-supported needs of students.</li> <li>2) Work with district administrators, arts specialists, teachers, and other stakeholders to ensure that equitable access to VAPA learning in each arts discipline is available to every student in the district.</li> </ol>	<ul style="list-style-type: none"> <li>• Established communication with district leaders, art specialists and teachers to review and update LCAP to ensure it addresses defined needs and issues of equity and access for all students.</li> </ul>
1 January 2018 – June 2018	<b>C. Share and evaluate data with regional and state arts partners to determine most effective approaches to Artspiration’s professional development and arts advocacy in county schools.</b>	<ol style="list-style-type: none"> <li>1) Meet at regular times during the year to share data and discuss effective approaches to professional development in support of arts initiatives in targeted county districts.</li> <li>2) Share and discuss with state arts partners effective approaches in advocating for increased arts education and integrated learning in county districts and schools.</li> </ol>	<ul style="list-style-type: none"> <li>• Schedule, agenda, and minutes of regular meetings with arts partners.</li> </ul>

<b>GOAL 4: Implement assessment and apply data to promote equitable, transformative arts education and integrated learning in schools</b>			
Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
2-3 July 2018 – June 2020	<b>A. Establish an annual internal review process to collect data and assess and evaluate the impact, relevance, and effectiveness of Artspiration’s programs and outreach.</b>	<ol style="list-style-type: none"> <li>1) Continue to collect data on the effectiveness of Artspiration’s professional development and arts advocacy programs and their impact.</li> </ol>	<ul style="list-style-type: none"> <li>• Updated data supporting evaluation of current programs, advocacy, and outreach.</li> </ul>
2-3	<b>B. Work with district administrators and teachers to use data to ensure that LCAP and district arts plans reflect the actual needs of students and teachers, and address issues of equity and access in implementing arts programs.</b>	<ol style="list-style-type: none"> <li>1) Continue to work with district administrators, arts specialists, and teachers and other stakeholders to update district LCAPs or strategic arts plans to ensure that revisions to plans meet the data-supported needs of students and provide equitable access to arts learning in each arts discipline to all learners.</li> </ol>	<ul style="list-style-type: none"> <li>• Ongoing collaboration with district leaders, art specialists and teachers to review and update LCAP and strategic arts plans to ensure they address defined needs and issues of equity and access for all students.</li> </ul>
2-3	<b>C. Share and evaluate data with regional and state arts education partners to determine most effective approaches to Artspiration’s professional development and arts advocacy in county schools.</b>	<ol style="list-style-type: none"> <li>1) Continue the dialogue with state arts education partners on effective approaches in advocating for increased arts education and integrated learning in county districts and schools</li> </ol>	<ul style="list-style-type: none"> <li>• Regular communication with state arts education partners.</li> <li>• Defined approaches to effective professional development and advocacy in county schools.</li> </ul>

## Strategic Direction 2: Building Community Partnerships and Sharing Leadership in Arts Education

*Focus: Developing an articulated, collaborative approach to equitable, quality arts learning across Santa Clara County.*

### GOAL 1: Building sustainable relationships for arts education

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
<b>1</b> January 2018 – June 2018	<b>A. Community Outreach: Identify and develop sustainable working relationships with arts organizations, school districts, and community stakeholders:</b>	<ol style="list-style-type: none"> <li>1) Assess the state of the arts across districts to determine current needs and issues in VAPA and integrated learning.</li> <li>2) Identify and develop deeper working relationships with existing VAPA and STEAM partners.</li> <li>3) Identify and develop working relationships with school districts and their stakeholders to foster equitable, quality programs in VAPA and integrated learning for all students.</li> <li>4) Identify and develop working relationships with key regional and state arts education partners.</li> </ol>	<ul style="list-style-type: none"> <li>• Data review and analysis identifying current state of the arts in schools relevant to Artspiration’s mission.</li> <li>• Sustainable partnerships with established VAPA and STEAM partners and existing targeted schools districts.</li> <li>• Dialogue with key regional and state arts education partners.</li> </ul>
<b>2-3</b> July 2018 – June 2020	<b>A. Community Outreach: Identify and develop sustainable working relationships with arts organizations, school districts, and community stakeholders:</b>	<ol style="list-style-type: none"> <li>1) Revisit current data on the state of the arts across county districts to guide the work Artspiration and arts partners will do in county schools.</li> <li>2) Identify and develop new partnerships to foster equitable, quality arts learning.</li> <li>3) Collaboratively build a sustainable network of arts partners and educators to serve Pre-K-12 schools.</li> </ol>	<ul style="list-style-type: none"> <li>• Data review and analysis identifying current state of the arts in schools relevant to Artspiration’s mission.</li> <li>• Established partnerships with new arts partners and targeted school districts.</li> <li>• County network of arts and education partners with capacity to inform, advocate for, and support arts learning in public schools.</li> </ul>

<b>GOAL 2: Developing a cohesive approach to quality arts education</b>			
<b>Year</b>	<b>Actions</b>	<b>Tasks</b>	<b>Measurable Outcomes (Evidence of Success)</b>
<b>1</b> January 2018 –June 2018	<b>A. Create a systemic internal structure to ensure the consistency continuity, and sustainability of Artspiration’s mission and initiatives over time.</b>	1) Explore ways to ensure continuity and consistency in Artspiration’s programs and services, aligned with the Vision and Mission, and to sustain working partnerships with county arts organizations and school districts.	<ul style="list-style-type: none"> <li>• Dialogue with SCCOE and regional arts partners and, examine structural models that provide consistency, continuity, and sustainability.</li> </ul>
<b>1</b>	<b>B. Network with county arts organizations, school districts, and community stakeholders to coordinate professional development in standards-based VAPA and integrated learning programs in schools.</b>	1) With arts partners, define and develop shared language and exemplary models of practice in VAPA and integrated learning to inform and build a bridge between the work of Artspiration, STEAM and regional arts providers in schools. 2) Identify key VAPA leads and arts specialists in county districts for future professional development collaboration.	<ul style="list-style-type: none"> <li>• Launch a collaboratively organized county-wide network of arts education providers to coordinate professional development in schools.</li> <li>• Convenings aimed at defining and building shared language and exemplary models of practice linking Artspiration, STEAM and regional arts providers in schools.</li> </ul>
<b>2-3</b> July 2018 – June 2020	<b>A. Create a systemic internal structure to ensure the consistency continuity, and sustainability of Artspiration’s mission and initiatives over time.</b>	1) Establish a structure that ensures consistency and continuity in <ul style="list-style-type: none"> <li>• Artspiration’s programs and services, aligned with the Vision and Mission</li> <li>• the ability to sustain working partnerships with county arts organizations, school districts, and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement on the internal structure that will best ensure continuity and sustainability in</li> <li>• Artspiration’s programs and services</li> <li>• the relationship of Artspiration to key arts partners, districts, and community stakeholders.</li> </ul>
<b>2-3</b>	<b>B. Network with county arts organizations and district arts leaders to design and coordinate professional development in standards-based VAPA and integrated learning programs in schools.</b>	1) Expand the county network as partnerships with new arts organizations, districts, and community stakeholders develop. 2) Expand Artspiration’s capacity for coordinating networked professional development with regional arts and integrated learning providers, including SCCOE STEAM Team. 3) With regional arts partners, collaboratively design networked professional development for district arts specialists, teaching artists, and site administrators.	<ul style="list-style-type: none"> <li>• An expanded regional network of arts partners, school districts, and community stakeholders coordinating professional development in standards-based VAPA programs in schools.</li> <li>• Expanded capacity for coordinating and providing professional development</li> <li>• Specific professional development programs to support arts specialists, teaching artists, and site administrators.</li> </ul>

## Strategic Direction 3: Communicating And Advocating For Sustainable Arts Education

*Focus: Building capacity for effective advocacy for equity in access to sustainable, quality arts education and integrated learning*

### GOAL 1: Advocate for equity in access to arts education and integrated learning

Year	Actions	Tasks	Measurable Outcomes (Evidence of Success)
2-3 July 2018 – June 2020	<b>A. Outreach to district administrators and school boards to inform and advocate for sustainable, quality VAPA (arts education) and integrated learning for all learners.</b>	<ol style="list-style-type: none"> <li>1) Continue outreach, using tools and data developed by state and regional arts education partners, to raise awareness of VAPA and integrated learning in newly targeted districts.</li> <li>2) Define and model best practices to communicate how VAPA and integrated learning can deepen student engagement, reduce the achievement gap, improve school climate, and foster a balanced education for all students.</li> </ol>	<ul style="list-style-type: none"> <li>• Advocacy “Toolkit” presentations in continued meetings with district leaders and stakeholders in newly targeted districts.</li> </ul>
2-3	<b>B. Partner with state arts advocacy organizations to keep current with arts education policy and coordinate local arts advocacy initiatives.</b>	<ol style="list-style-type: none"> <li>1) Continue networking with arts partners to exchange information and resources that can inform and promote arts education advocacy.</li> <li>2) Collaborate with state arts advocacy partners to develop Artspiration’s approach to advocacy in school districts.</li> </ol>	<ul style="list-style-type: none"> <li>• Shared information and materials to inform district leaders and community partners about arts education policy and advocacy initiative.</li> </ul>
2-3	<b>C. Engage students as arts advocates through statewide student voices testimonials and district advocacy.</b>	<p>Year 2: Identify and invite student leaders in the arts to participate in local and statewide student voices initiatives to share their experiences in and advocate for quality arts education.</p> <p>Year 2-3: Invite student artists in targeted districts to participate in advocacy initiatives (LCAP, school boards, etc.).</p> <ul style="list-style-type: none"> <li>• Innovatively involve students in documenting their work and testimonials for use in Artspiration’s outreach and advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded outreach to district arts specialists and arts teachers to share information and invite students to participate in arts advocacy.</li> <li>• Coordinate local Student Voices campaigns in collaboration with state arts advocacy partners.</li> <li>• Student-designed media presenting their work in the context of arts advocacy.</li> </ul>
2-3	<b>D. Showcase and document the work of student artists through art exhibits and performances to demonstrate the impact of the arts on diverse learners.</b>	<ol style="list-style-type: none"> <li>1) Collaborate with county arts partners to develop new venues for showcasing quality student work in the arts, connecting a range of district and community arts programs.</li> <li>2) Involve student artists in presenting showcase exhibits and performances at Artspiration-coordinated events and conferences.</li> </ol>	<ul style="list-style-type: none"> <li>• New opportunities and venues for showcasing student art and performances.</li> <li>• Student involvement in Artspiration programs: Cilker Conference, Arts in Your Classroom, Young Artists Showcase, etc.</li> </ul>

<b>GOAL 2: Communicating and advocating for Artspiration’s programs to further arts learning in Santa Clara County</b>			
<b>Year</b>	<b>Actions</b>	<b>Tasks</b>	<b>Measurable Outcomes (Evidence of Success)</b>
<b>1</b> January 2018 – June 2018	<b>A. Foster an interactive, countywide network of arts partners and stakeholders to maximize the impact of advocacy for equity and access to quality arts learning in schools.</b>	1) Outreach to current arts partners to begin dialogue on how to create powerful advocacy to shift district attitudes and practices in VAPA and integrated learning.	<ul style="list-style-type: none"> <li>Establish countywide network for ongoing communication to exchange information and shape advocacy initiatives.</li> </ul>
<b>1</b>	<b>B. Develop a strategic approach to organizing and communicating Artspiration’s programs and services, (linking social media, direct outreach, etc.)</b>	1) Review and assess current methods of organizing and communicating information about Artspiration’s mission and programs to arts partners, districts, and the wider community.	<ul style="list-style-type: none"> <li>Evidence of a review of current methods of organization, communication and outreach.</li> </ul>
<b>1</b>	<b>C. Develop and launch a strategic marketing campaign to inform the public about Artspiration’s programs and services.</b>	1) Survey other County Office VAPA Coordinators to learn about their marketing approaches.	
<b>2-3</b> June 2018 – June 2020	<b>A. Foster an interactive, countywide network of arts partners and stakeholders to maximize the impact of advocacy for equity and access to quality arts learning in schools.</b>	1) Invite new arts partners, community and regional stakeholders to participate in dialogue on advocacy that will shift district attitudes and practices in VAPA and integrated learning. 2) Focus advocacy and communication on the role of the arts in creating educational equity for all students in Santa Clara County public schools.	<ul style="list-style-type: none"> <li>New arts partners and stakeholders participating in network.</li> <li>Communications focused on equity as part of all Artspiration advocacy and outreach materials.</li> </ul>

<b>GOAL 2: Communicating and advocating for Artspiration’s programs to further arts learning in Santa Clara County</b>			
<b>Year</b>	<b>Actions</b>	<b>Tasks</b>	<b>Measurable Outcomes (Evidence of Success)</b>
<b>2-3</b> June 2018 – June 2020	<b>B. Develop a strategic approach to organizing and communicating Artspiration’s programs and services, i.e., linking social media, direct outreach, and online resources.</b>	1) Engage technical support to design materials with which to effectively communicate Artspiration’s mission and programs to diverse audiences. 2) Develop a strategic model for using media, social media, and other resources to communicate Artspiration’s programs to arts partners, districts, and the wider community.	<ul style="list-style-type: none"> <li>Strategic plan for communicating and marketing Artspiration’s mission and programs to arts partners, districts, and the local and regional communities.</li> </ul>
<b>2-3</b>	<b>C. Develop and launch a strategic marketing campaign to inform the public about Artspiration’s programs and services.</b>	1) Engage technical support to design materials with which to effectively market Artspiration’s mission and programs to diverse audiences.	<ul style="list-style-type: none"> <li>Materials designed to effectively communicate and market to work of Artspiration.</li> </ul>



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