

Westborough Public Schools Fine Arts Department



Strategic Plan
2015-2019

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Executive Summary of the Strategic Plan

The Fine Arts Department of the Westborough Public Schools worked closely with the Superintendent, School Committee, administration, and families to collect and analyze data, create a strategic vision, and draft plan components during the Fall of 2015. In early Winter, the Department finalized the draft plan and developed action plans for the current school year, as well as plans for FY 2016, FY 2017, & FY 2018.

Objective

The purpose of this work was to assist the Fine Arts Department in the development of a strategic plan for the years 2015-2019. The creation and implementation of this plan provides direction and priorities for program-based initiatives relating to the improvement and growth of the Fine Arts in Westborough from 2015-2019.

Approach and Scope

At the beginning of the planning process, the Fine Arts department convened in order to provide adequate representation of the major departmental constituents of the school community. The planning committee consisted of twenty-two individuals who met regularly to review key findings, analyze data, draft documents, and offer input and suggestions for future work. The Westborough Public Schools Leadership Team and Superintendent were also consulted for their input throughout the planning process.

The Director of Fine Arts, as well as staff members, each spent considerable time to ensure that a Vision Statement was created that accurately reflects what the intended outcome of the Fine Arts Department should be within three years. The members of the department ensured that the goals and strategies of this plan reflect the school community's commitment to achieving its vision.

Strategic Priorities and Goals

The three priority areas or themes set forth in this plan are:

- I. Curriculum & Instruction
- II. Professional Development
- III. Community & Communication

For each of these themes, the Department developed goals, strategies, and action plans to provide direction for the Fine Arts Department.

The action plan defines the next steps to meet the plan's priorities, including specific initiatives, measures of success, timeframes, and the key people responsible for each effort. Measures of success and specified timeframes define targets for improvement and benchmarks for monitoring adjusting strategies to meet those targets.

Strategic Planning Rationale

It is the intent of the Fine Arts Department to review, refine, and implement strategies that will promote the artistic, emotional, and academic growth of all students in the Westborough Public Schools. This strategic plan was developed after collecting data from students, staff, and parents, as well as doing a qualitative assessment of current operations and future aspirations.

Westborough is known for its longstanding support of Arts education for its students, and the Fine Arts Department is eager to provide even more opportunity for the community.

The most fundamental element to education one should consider is the manner in which we perceive and make sense of the world in which we live. An effective education in the fine arts helps students to see what they look at, hear what they listen to, and feel what they touch. Engagement in the fine arts helps students to stretch their minds beyond the boundaries of the printed text or the rules of what is provable. The arts free the mind from rigid certainty.

Furthermore, the implementation of this strategic plan will ensure the growth and development of students, continually improve the instructional practices of the Fine Arts Department, and strengthen the communication and collaboration between staff, students, and families.



Strategic Plan Contributors

Fine Arts Department

Rebecca Burgoyne, Gibbons MS Visual Art
 Kristin Chartier, Orchestra Director, Grades 6-12
 Valerie Clemans-Castilla, Orchestra Director, Grades 3-5
 Alana Conlin, Elementary Visual Art
 Linda Crawford, Mill Pond Visual Art
 Evan Doyle, Band Director, Grades 7-12
 Judy Ellis, Collaborative Pianist
 Andrea Ehrenreich, Mill Pond Chorus & General Music
 Karen Forrest, Band Director, Grades 6-8
 Judith Gerratt, Orchestra Director, Grades 3-5
 Alyson Greer Espinosa, Choral Director, Grades 9-12
 Erin Grocki, WHS Visual Art
 Christopher Martin, Director of Fine Arts
 Carolyn McGrath, Elementary Visual Art
 Jackie O'Rourke, Elementary Visual Art
 Karin Puffer, Elementary General Music
 Sonia Rose, Elementary General Music
 Pamela Rourke-Dupuis, WHS Visual Art
 Joseph Stillitano, Gibbons MS Chorus & General Music
 Anne Slotnick, WHS Theater Arts
 Paul Tomashefsky, Band Director, Grade 5
 Pamela Yanco, Elementary General Music

School Committee

Stephen Doret
 Jody Hensley
 Ilyse Levine-Kanji
 Nicole Sullivan
 George Thompson

Westborough Public Schools Leadership Team

Amber Bock, Superintendent
 Daniel Mayer, Assistant Superintendent
 Sherrie Stevens, Director of Student Services
 Irene Oliver, Director of Finance
 Jon Greene, Director of Technology
 Johanna DiCarlo, Athletic Director
 Leigh Becker, Principal, Hastings Elementary School
 John Mendes, Principal, Armstrong Elementary School
 Maryann Stannard, Principal, Fales Elementary School
 Suzanne Kenny, Principal, Mill Pond School
 Jack Foley, Principal, Gibbons Middle School
 Brian Callaghan, Principal, Westborough High School
 Carol Cavanaugh, Assistant Principal, Westborough High School
 Matthew Lefebvre, Assistant Principal, Westborough High School

Strategic Direction: Vision & Mission

Vision:

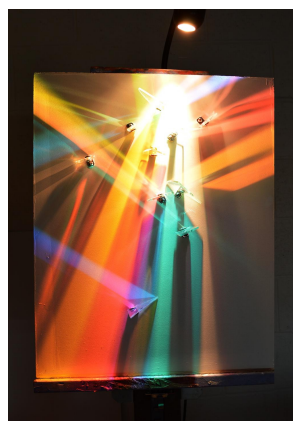
The success and artistic growth of all students is our priority. The purpose of the Westborough Public Schools Fine Arts Department is to provide opportunities for the artistic, social, emotional, and academic growth of its students in an inclusive, structured, and supportive environment. The Fine Arts Department identifies and cultivates positive behaviors, attitudes, and skills necessary to succeed both in school and in the community. We are committed to the success of the children in the Westborough Public Schools and believe that it is the shared responsibility of the family, the school, and the community to inspire and instill a love of creating and performing in its students.

The Fine Arts Department is welcoming, respectful, supportive, and inclusive. We support honesty, open dialogue, reflection, and achievement for ourselves and our students. Our faculty is highly-qualified, passionate, creative, responsive, nurturing, engaging, rigorous, and committed to our students.

The Fine Arts Department is dedicated to accepting responsibility for the artistic development of each student in order to have them stand confidently, participate fully, learn continually, and contribute meaningfully to society. This is made apparent through our constantly evolving curriculum, activities and programs that are geared to our diverse student population, and decisions that are made in the best interest of the students.

Mission:

The mission of the Westborough Public Schools' Fine Arts Department is to provide an integrated arts education through a dynamic K-12 curriculum and engaging aesthetic experiences. We encourage exploration, critical and reflective thinking, as well as hands-on learning, fostering a lifelong relationship with the arts.



Direction: Vision & Mission

The Core Values of the Westborough Public Schools Fine Arts Department are:

- Collaboration
- Community
- Creativity
- Excellence

Collaboration:

We will...

- foster an environment where everyone everyone feels safe, respected, and heard.
- acknowledge and celebrate the diverse members of the school community.
- work with students, families, and colleagues to create unique opportunities to learn and grow together.

Community:

We will...

- promote a culture that holds all adults and students accountable for their actions.
- advocate for our colleagues, classmates, and each other.
- seek partnerships within the community that provide growth to our students and the world around us.

Creativity:

We will...

- inspire students to experience art and take creative risks
- challenge students and staff to engage in healthy, risk-taking behaviors that will help them grow and increase confidence.
- Accept change. Expect change. Create change.

Excellence:

We will...

- encourage students and staff to reflect on their own actions and determine strategies to achieve their goals.
- examine instructional practice and modify them to meet the needs of all students.
- provide high-quality opportunities for all students to experience the arts.



Strategic Plan Themes & Goals

Theme 1: Curriculum & Instruction

Goal 1: Revise the K-12 Fine Arts Curriculum to reflect the dynamic, twenty-first century skills that are being taught.

Goal 2: Collaborate with WHS Administration to institute a Fine Arts graduation requirement for all students in Westborough

Goal 3: Provide workshops and masterclass opportunities for our students that will expose them to unique experiences in the arts

Goal 4: Continue to access and integrate technology into the Fine Arts classrooms across the district

Theme 2: Professional Development

Goal 1: Provide quality professional development that utilizes clinicians and master artists to enhance our own instruction

Goal 2: Employ a wide range of skills within our own department to provide collaboration and growth amongst staff

Goal 3: Continue to increase cohesiveness and sense of community amongst the K-12 Fine Arts staff

Theme 3: Community & Communication

Goal 1: Engage the Westborough community in the arts by increasing public displays of visual art work

Goal 2: Strengthen the working relationship between staff and WFAEA

Strategic Action Plans

Westborough Public Schools Fine Arts Department Theme: Curriculum & Instruction				
GOAL 1: Revise the K-12 Fine Arts Curriculum to reflect the dynamic, twenty-first century skills that are being taught.				
<p style="text-align: center;">Outcomes</p> <ul style="list-style-type: none"> Curriculum will be updated to reflect new staff, programming, and instructional skills used in the classroom. The Fine Arts Staff will have a complete, comprehensive guide to curriculum that aligns with our vision, mission, and core values. 				
Strategy 1: Staff will effectively use district professional development time to collaborate and articulate current curriculum.				
Action Steps	Timeframe			Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18	
1.1. K-12 Fine Arts Staff will align their Professional Practice SMART Goal to reflect curriculum revision.	X			L - Fine Arts Director S - Coaches I - Teachers
1.2. Use District Professional Development time to get together with colleagues in order to revise curriculum	X	X		
1.3 Spend the full day Professional Development day in November of 2015 to visit similar districts in order to gain knowledge of curriculum in surrounding communities.	X			I - Teachers
Strategy 2: Staff will present a completed and comprehensive curriculum at the conclusion of FY17				
Action Steps	Timeframe			Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18	
2.1. The Fine Arts Director will research and choose resources and guidelines for K-12 Curriculum Writing.	X			L - Fine Arts Director S - Asst. Superintendent I - Teachers
2.2. Staff will incrementally submit revised curriculum throughout the year with completion by the end of FY17	X	X		

Westborough Public Schools Fine Arts Department
Theme: Curriculum & Instruction

GOAL 2: Collaborate with WHS Administration to discuss the feasibility for a Fine Arts graduation requirement for all students in Westborough

Outcomes

- Expanded curricular offerings to provide a diverse variety of coursework that engages all students .
- 1 credit Fine Arts graduation requirement for all students at WHS.

Strategy 1: Staff will research and incorporate new, diverse electives into the WHS curriculum that engages all WHS students in the Arts.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1. Fine Arts Staff will collaborate and research new & innovative curriculum to incorporate into the Program of Studies at Westborough High School.	x	x		L - Fine Arts Director S - WHS Admin. I - Teachers	Two new courses added into the Program of Studies for FY16 & FY17 FY16: Digital Photo 2/ American Music History FY17: TBA
1.2 Advocate for the hiring of a .6 Classroom Music Specialist & .4 Visual Arts Specialist to handle the increased elective course load.			x		Official hiring of new position planned for FY18 Budget.

Strategy 2: Collaborate with WHS administration, Guidance Dept., and Central Administration to determine long range plan for a Fine Arts graduation requirement.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
2.1. Fine Arts Director will advocate and set up meetings during FY16 to look a building implications for instituting a Fine Arts graduation requirement	x			L - Fine Arts Director S - WHS Administration, Guidance Counselors I - Superintendent	Meeting Logs and feasibility spreadsheet indicating timeline for implementation.
2.2 If successful, disseminate information to Gibbons administration and families about a 1 credit Fine Arts for the Class of 2020		x			Fine Arts requirement reflected in handbook, as well as course selection guidelines.

Westborough Public Schools Fine Arts Department Theme: Curriculum & Instruction					
GOAL 3: Provide workshops and masterclass opportunities for our students that will expose them to unique experiences in the arts					
Outcomes					
<ul style="list-style-type: none">• Frequent workshop opportunities for students in the arts.• Strengthened connections with local artists, performers, and educators.• Increase in grant applications					
Strategy 1: Staff will research and reach out to local and state professionals in order to hire clinicians and experts in the Fine Arts to supplement the curriculum.					
Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1. Staff will reach out to colleagues, local universities, community organizations, and each other to compile a list of potential workshops and masterclasses for students.	x			L - Fine Arts Director I - Teachers	List of possible clinicians created as a staff resource.
1.2 Fine Arts staff researches and applies for grants in order to secure funding for workshops and masterclasses.	x	x	x		Grant applications completed with successful securing of funds.
1.3 A minimum of five clinicians and workshops are provided to students each year using grant and budget money.		x	x	L - Fine Arts Director I - Teachers	Successful opportunities provided for students with reflection by staff for future possibility.



Westborough Public Schools Fine Arts Department
Theme: Curriculum & Instruction

GOAL 4: Continue to access and integrate technology into the Fine Arts classrooms across the district

Outcomes

- Provide students and staff with unique opportunities to integrate technology into the Arts.
- Align Fine Arts Department with district-wide technology initiatives.
- Equip staff and instructional spaces with necessary technology

Strategy 1: Work with Westborough Leadership Team to align and train staff with district technology initiatives.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1 Embrace 1:1 initiative that is being implemented within the Westborough Public Schools and find ways to use the technology in the Fine Arts Department.	x	x	x	L - Fine Arts Director S - Technology Dept. I - Teachers	Adhere to timeline put forth by Technology Dept. List of useful resources and instructional strategies Fine Arts teachers can utilize in the classroom.
1.2 Provide in-house training for staff members to utilize technology in the classroom.	x	x	x		Implementation of technology in K-12 Fine Arts Classes

Strategy 2: Ensure Fine Arts instructional spaces are appropriately equipped with instructional technology.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
2.1 Advocate for interactive projectors in each Fine Arts Classroom	x	x		L - Fine Arts Director S - Technology Dept. I - Teachers	Projectors in each classroom by FY17.
2.2 Continue to fundraise and plan for a portable Apple lab at WHS for Visual Arts Dept.	x	x			Portable Apple laptop cart is purchased and used for Visual Arts Dept. by FY17
2.3 Update equipment in the WHS Midi Lab		x	x	L - Fine Arts Director S - Technology Dept. I - Teachers	MIDI Lab prepared for classes by FY17
2.4 Collaborate with Gibbons Administration throughout the building renovation to provide adequate improvements for Middle School staff.	x	x	x	L - Fine Arts Director S - Gibbons Admin. I - Teachers	Completed renovations at Gibbons MS reflects 21st century learning for Fine Arts spaces.

Westborough Public Schools Fine Arts Department
Theme: Professional Development

GOAL 1: Provide quality professional development that utilizes clinicians and master artists to enhance our own instruction

Outcomes

- Form partnerships with clinicians and artists that enable staff to grow as artist-educators.
- Take advantage of conference opportunities.

Strategy 1: Administration will collaborate to provide appropriate time for professional development within the Fine Arts Department.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1. The Fine Arts Director will plan out sufficient departmental professional development time with the Leadership Team.	x	x	x	L - Fine Arts Director I - Leadership Team	An equitable schedule is provided to all staff on the first day of school each year.

Strategy 2: Staff will take advantage of and participate clinicians, workshops, and masterclasses.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
2.1 Fine Arts staff will research and schedule periodic workshops for professional development opportunities amongst the department.		x	x	L - Fine Arts Director I - Teachers	A minimum of one workshop will be held each year for the Fine Arts Dept., beginning in FY17
2.2 Department members will attend relevant conferences and workshops each year to provide unique professional development opportunities.	x	x	x		Half of the staff will have attended at least one conference and/or workshop each year.

**Westborough Public Schools Fine Arts Department
Theme: Professional Development**

Goal 2: Employ a wide range of skills within our own department to provide collaboration and growth amongst staff

Outcomes

- Use the skills and knowledge base of staff to enhance instruction of the whole department.

Strategy 1: Provide a collaborative Professional Development Model where all staff actively shares content-specific knowledge with colleagues.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1 Brainstorm as a K-12 department to identify strengths and weaknesses of each individual in order to find out what can benefit the group as a whole.		X		L - Fine Arts Director I - Teachers	Comprehensive list of potential opportunities that can enhance curriculum and instruction
1.2 Create a calendar of workshops and collaboration opportunities that will be implemented throughout the year.		X	X		Calendar of workshops and events provided by department members
1.3 Each staff member will lead (or co-teach) a workshop or lesson to department members by the end of FY18.			X	L - Fine Arts Director I - Teachers	Successful participation and instruction of a diverse set of workshops and lessons.
1.4 Teachers will incorporate at least one instructional strategy or unit into their teaching based upon the collaborative PD model.			X	L - Fine Arts Director S - Gibbons Admin. I - Teachers	Lesson plans and observations of integrated content.

Strategy 2: Mentors and Coaches will meet more frequently with teachers in order to provide support and skill development amongst staff.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
2.1 Mentors and Coaches will meet monthly with new teachers to check on transition, curriculum, and evaluation materials in order to ensure success for new hires.	X	X	X	L - Mentors & Coaches S-Fine Arts Director I - Teachers	Meeting logs and agendas from meetings

**Westborough Public Schools Fine Arts Department
Theme: Professional Development**

Goal 3: Continue to increase cohesiveness and sense of community amongst the K-12 Fine Arts staff

Outcomes

- Provide opportunities for K-12 Fine Arts Staff to meet and discuss departmental successes, challenges, and growth.
- Create a sense of community within the Fine Arts Department throughout the district.

Strategy 1: Provide Common Planning Time and meetings for all Fine Arts Staff.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1 Provide scheduled common planning time within each building for staff to collaborate.	X	X	X	L - Fine Arts Director I - Teachers	Schedules indicative of CPT.
1.2 Collaborate with building administration to provide early release days for staff across buildings to meet.		X	X		Scheduled release time for K-6 Department members to meet.

Strategy 2: Create events that celebrate K-12 Fine Arts as a whole.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
2.1 Restructure the Fine Arts Exhibition to incorporate all K-12 Fine Arts teachers in one large community event.		X	X	L - Fine Arts Director I - Teachers	Implementation of the 1st Annual Fine Arts Fest by the Spring of 2018.
2.2 Advocate with Administration to delineate specific PD time for Fine Arts Department members.	X	X	X		PD Calendar that explicitly has time for Fine Arts Departmental meetings.

Westborough Public Schools Fine Arts Department Theme: Community & Communication					
Goal 1: Engage the Westborough community in the arts by increasing public displays of visual art work					
Outcomes					
• Utilize community spaces for visual art galleries. • Displays of visual art products in local businesses.					
Strategy 1: Visual Art galleries will be created and maintained within local community organizations.					
Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1. Visual Art staff will research and connect with local community organizations (ie: library, town hall, senior centers) for the potential of creating showcases for student work.	x			L - Fine Arts Director I - Visual Art teachers	Database of potential art gallery spaces.
1.2 Final list of community spaces secured and committed to providing gallery space for the Visual Art program.	x				Written agreement between Fine Arts Dept. and space coordinators for gallery creation.
1.3 Visual Art galleries are created and publicized throughout the year.		x	x	L - Fine Arts Director I - Visual Art teachers	Rotating visual art galleries are premiered throughout Westborough with all visual art staff contributing work.
Strategy 2: Visual Art teachers will engage local businesses as a forum to display K-12 art work.					
Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1. Visual Art staff will research and connect with local businesses in order to identify locations for K-12 art displays.		x		L - Fine Arts Director I - Visual Art teachers	Database of potential art gallery spaces.
1.2 Final list of community spaces secured and committed to providing gallery space for the Visual Art program.		x			Written agreement between Fine Arts Dept. and space coordinators for gallery creation.
1.3 Visual Art student work is displayed throughout local businesses in Westborough.			x	L - Fine Arts Director I - Visual Art teachers	Rotating visual art galleries are premiered throughout Westborough with all visual art staff contributing work.

Westborough Public Schools Fine Arts Department
Theme: Community & Communication

Goal 1: Strengthen the working relationship between staff and WFAEA

Outcomes

- Provide representation for all aspects of the K-12 Fine Arts program on the WFAEA executive board.
- Increase membership and volunteer opportunities for families involved in the Fine Arts program.

Strategy 1: Actively recruit parent volunteers to participate within the WFAEA organization.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1 Contact parents and advocate for a WFAEA representative for the following departments: Band, Chorus, Drama, Orchestra, Visual Arts, K-6, & 7-8	X	X	X	L - Fine Arts Director S- WFAEA Members I - Teachers	Nominations and appointment and committee chairs in each of the mentioned positions.
1.2 Increase participation of Fine Arts staff in WFAEA business in order to increase visibility and voice of department in organizational matters.		X	X		A minimum of two teachers attend WFAEA meetings each month in order to provide reports and provide input for events, funding, and outreach.

Strategy 2: Increase parental involvement on a K-12 level with WFAEA.

Action Steps	Timeframe			Action Team (L – Lead; I – Implement; S- Support)	Success Indicators/ Deliverables Measures of Implementation Documentation
	FY 16	FY 17	FY 18		
1.1 Teachers create databases and mailing lists of all parents involved in the program in order to inform families of WFAEA events and volunteer opportunities.	X	X	X	L - Fine Arts Director S- WFAEA Members I - Teachers	Newsletters and emails disseminated to families before each major event, as well as in order to provide relevant information to families.
1.2 Publicize WFAEA events and membership at Fine Arts events.	X	X	X		Fliers and announcements are produced at each Fine Arts performance and event in order to bolster interest in the organization.

Financial Cost Summary

Theme/Goal	FY 2016 Projected Costs	FY 2017 Projected Costs	FY 2018 Projected Costs	Total Projected Cost of Implementation
Theme I: Goal 1	\$300	\$0	\$0	\$300
Theme I: Goal 2	\$1000	\$1000	\$35000	\$37000
Theme I: Goal 3	\$0	\$2000	\$2000	\$4000
Theme I: Goal 4	\$15000	\$15000	\$10000	\$40000
Theme II: Goal 1	\$2000	\$3000	\$3000	\$8000
Theme II: Goal 2	\$150	\$150	\$150	\$450
Theme II: Goal 3	\$0	\$0	\$300	\$300
Theme III: Goal 1	\$0	\$0	\$150	\$150
Theme III: Goal 2	\$0	\$0	\$0	\$0
Implementation Cost:	\$18450	\$21150	\$50600	\$90,200



Strategic Plan Timeline

STEPS	SCHEDULE
1. Convene planning meeting with Fine Arts Department	August 26, 2014
2. Stakeholder interviews	Fall 2014
3. Qualitative Assessment of Fine Arts Department	October 10, 2014
4. Analyze assessments	October-November 2014
5. Review and revise mission and core values.	October 29, 2014
6. Develop strategic themes, goals, strategies	November 4, 2014 & February 3, 2015
7. Development of action plans and measures of success	Winter 2015
8. Finalize and deliver draft strategic plan to Fine Arts Department; Department reviews and revises plan	April 2015
9. Fine Arts Director submits plan to central administration; plan is adopted.	Spring 2015

